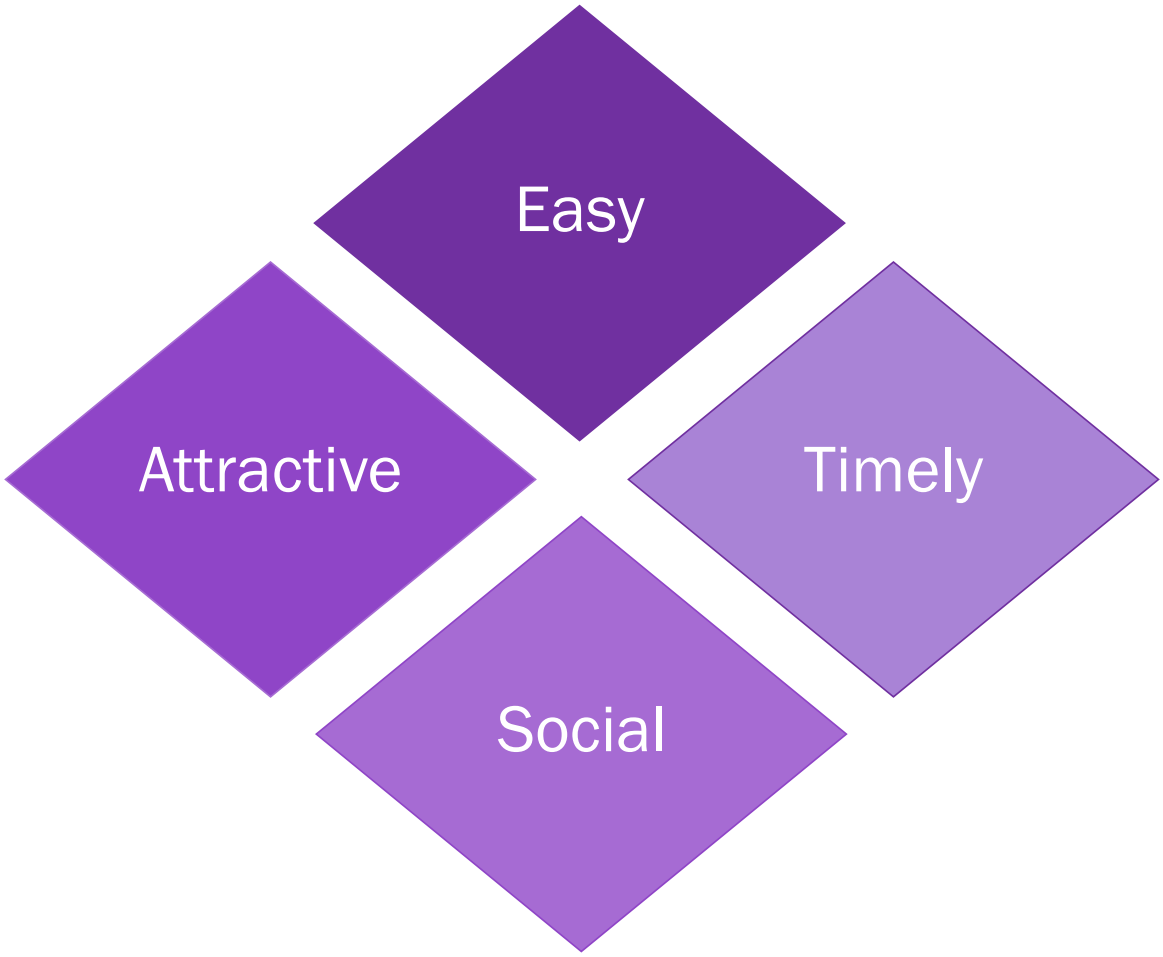
Four Shades of Social Media

An exploratory study of the EAST Framework's application potential on social media



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Abstract

The purpose of this thesis is to explore the potential of applying insights from behavioural economics to the work with social media strategy. Particularly, the emphasis is placed on the Behavioural Insight Team's (BIT) EAST framework, which proposes that by considering the four simple principles *Easy*, *Attractive*, *Social* and *Timely* it is possible to change/affect behaviour. Concretely, the thesis seeks to investigate the practical implications of the EAST framework for companies on the social media platform, Facebook.

The research takes its point of departure in the audio solutions company, Jabra, and its Facebook strategy. Six hypotheses were posted, one or more investigating each of the four principles from the EAST framework in relation to social media. Accordingly, the analysis is divided into two parts: 1) a retrospective analysis of 100 Jabra Facebook posts and 2) 10 experiments performed on Facebook testing the principles from the EAST framework. Besides the EAST framework, both analyses take their point of departure in a theoretical framework among others consisting of the consumer decision journey and theory within the field of behavioural economics.

The retrospective analysis was done manually through a systematic review of Jabra's Facebook page. The analysis showed a clear preference for link posts and photo posts, which can be attributed to the *Easy* and *Attractive* principles. Likewise, the *Social* principle proved effective in the form of shared external reviews, while the *Timely* principle only to a certain extent was deemed successful with varying results from the so-called event posts.

Further, the ten experiments confirmed that a clear call-to-action was more effective than an in-text call-to-action, most likely explained by fewer friction costs and the *Easy* principle. However, most of the remaining experiments were deemed inconclusive on the basis of too small differences between the results of the control posts and the test posts.

Consequently, this meant that the results of the thesis showed that the *Easy* and *Social* principles seemed to be more relevant than the other two, at least when tested explicitly on the case company, Jabra. The *Attractive* and *Timely* principles were deemed relevant but could not be verified through the specific experiments and analyses conducted in this thesis. Thus, the practical implications of the EAST framework remain unclear. However, the authors still deem it valuable for companies to consider both the principles and the four-stepped process when producing social media content.

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1. Introduction

In a time where consumers are no longer satisfied with one-way communication from companies and expect to be able to give and receive feedback instantaneously, many companies all over the world are increasingly focusing on facilitating two-way communication (Statista, 2016). One way to do this is by integrating social media marketing into the marketing strategy.

In the largest social media advertising market, the United States, more than USD 9.4 billion was spent on social media ads in 2015 (ibid). Meanwhile, two out of three companies in Denmark report being active on social media platforms in 2017 (Danmarks Statistik, 2017). In general, companies consider their efforts on social media to play a vital role in reaching the company's overall marketing objectives, among others, because of the channels' great contribution to increases in target group engagement, brand awareness, lead generation and traffic to the website (Statista, 2016). Furthermore, using social media provides marketplace insights and improves search engine ranking (Statista, 2016). However, reaching consumers and getting them to engage with the company's content on social media are major challenges that all companies face.

To make matters worse, in January 2018, Mark Zuckerberg, the founder of Facebook, announced that the social media platform would be changing the algorithm that controls what content is shown in the users' newsfeed - the first thing the users see when they access the platform (Facebook, 2018b). Accordingly, Facebook will prioritise 'meaningful interactions' from friends and family and downgrade content from companies. For professionals, this might mean a rise in the costs of paid advertising and a further decrease in the organic reach potential of content on Facebook (Hern, 2018). Although, changing algorithms is nothing new on the social scene where the environment is continuously changing, the recent changes announced by Facebook once again point to the importance of constructing meaningful content and understanding how the consumers behave on social media (Hern, 2018).

Accordingly, companies must up their game in order to stand out from the many brands competing for the consumers' limited attention on social media. Facebook itself suggests the companies to post as much as possible, as only about an average of 5% of the audience will see each post (Hutchinson, 2018). But what if there was a different way to grab the attention of the audience and at the same time get them to interact and/or click on the company's content?

Suppose you could exploit the consumers' limited cognitive abilities and take advantage of the many biases and heuristics that influence consumers' everyday life. What if, by considering four

simple principles when producing social media content, the company could open up the gateway to influencing the behaviour of the target group and increase the company's success on social media?

The authors suggest that the implementation of the behavioural economics framework EAST by the British Behavioural Insights Team (BIT) could do just that, and thus, this thesis sets out to investigate what impact the implementation of the EAST principles can have on social media content.

1.1 Area of Investigation and Research Question

The purpose of this thesis is to investigate whether an alternative approach to working with social media strategy can be found within the field of behavioural economics. As mentioned, the competition for the consumers' time and interest on social media has increased during the last decade and continues to do so. At the same time, social media platforms are making it harder for companies to reach their target groups (Hern, 2018) and require companies to spend more time and resources to get the same value from their social media activities. Meanwhile, it is suggested that traditional approaches to social media strategy result in information overload for consumers and put the companies in a position where it is hard to stand out from the competition (Hutchinson, 2018). Accordingly, a different approach is needed for companies that want to succeed on social media and drive consumer engagement and activity.

Particularly, the field of behavioural economics is thought to bring valuable insights about human decision making and behaviour (Jensen & Lieberoth, 2017). Thus, contributing to a broader understanding of how users interact with and on social media, and how to target and exploit their cognitive flaws in order to produce successful content for social media. Consequently, it is proposed that considering four simple principles *Easy*, *Attractive*, *Social* and *Timely* (Service et al., 2014) from the EAST framework by BIT may lead to a better response from consumers.

Specifically, the paper seeks to answer the research question:

RQ: ***What are the practical implications of the EAST framework for companies on the social media platform, Facebook?***

Thus, focusing on the audio solutions company, Jabra, this thesis seeks to explore if companies can increase the performance of social media posts by understanding what drives consumers' choices and behaviour. Moreover, it seeks to find concrete ways in which the EAST principles may be implemented in the strategic planning of social media marketing and therein creation of content.

1.2 Delimitation

In order to clarify the scope and focus of the thesis, several delimitations have been made and will be presented below.

Firstly, to answer the research question, it was chosen to work with a specific case company. The audio solutions company, Jabra, was chosen, as the company was interested in testing the usefulness of behavioural economics on social media. Furthermore, the company already had a strong social media presence, which provided a good starting point to work from.

Secondly, the analysis conducted in this paper is solely focused on the social media platform, Facebook. This focus was chosen due to the dominating role that Facebook has in the social media landscape (Danmarks Statistik, 2017; Statista, 2016). Moreover, this platform was deemed relevant due to the importance it has in Jabra's (as well as other companies') social media strategy (Interview Gaardbo [00:15:36.15]) and due to the significance that recent changes to Facebook might have to those companies. Finally, the activity on Facebook can be measured on several parameters, which can be quantified and directly tied to human behaviour and decision-making.

Thirdly, this thesis investigates the possible effect that changes made to social media content based on the behavioural economics framework, EAST, might have on the performance of selected Facebook posts. A number of hypotheses will be posited, which will be confirmed or rejected through experiments conducted as A/B tests. Concretely, the posts will be sponsored and run as ads administered through Jabra's Facebook Ad Manager. Using sponsored rather than organic content[1] was chosen as it provided a controllable environment and gave the best possibility for comparison and data collection. Furthermore, it was decided to obtain the original content for the control posts from the material for two specific, newly launched Jabra products (Jabra Elite 65t and Jabra Evolve 75e). This was selected to make the experiments as comparable and as relevant as possible while the content of the experiments was also expected to have the most salience for the audience. Likewise, the experiments were published to a male audience from the US as this audience matched the best with Jabra's target audience.

Fourthly, a retrospective analysis of 100 of Jabra's Facebook posts was performed. In this analysis, only global posts were analysed. Accordingly, content targeted in any way was not looked at as the

[1] The difference between sponsored and organic content will be elaborated in a later chapter, but a terminology list has also been provided in Appendix 1. In the list, the most relevant terminology referenced throughout the thesis is added.

data would not be comparable (smaller reach potential) and the context of the posts would not necessarily be discernible (content in local languages).

Below, the hypotheses will be elaborated to show how they delimit the study.

1.2.1 Hypotheses

As referred to above, the authors of this thesis have formulated a line of hypotheses, in order to answer the posted research question. These hypotheses were formulated in accordance with the four principles: *Easy*, *Attractive*, *Social* and *Timely* from the EAST framework, a behavioural economics framework, which will be further presented in the theoretical framework and the method section of this thesis. Furthermore, the hypotheses were determined in collaboration with Jabra's Social Media Manager, Mark Gaardbo, who contributed with insights into the conditions and rules that must be considered on Facebook as well as knowledge about the most common challenges that the company faces on Facebook.

This process resulted in the following hypotheses:

> ***H_1*** *Making the call to action clear will increase the number of link clicks on the attached link.*
>
> ***H_2*** *Simplifying the language of technical content will improve performance.*
>
> ***H_3*** *Content that seems more personal rather than generic will perform better than content with a higher degree of formality and/or distance.*
>
> ***H_4*** *The use of emoji's and other visually appealing changes will increase attractiveness and thus improve the performance of a post.*
>
> ***H_5*** *Demonstrating social proof will improve performance.*
>
> ***H_6*** *Content that is created for a specific event or holiday will perform better than content with no ties to an event.*

1.3 Thesis Structure

Following the introduction, the thesis will firstly explore the areas of behavioural economics and social media in two literature reviews based on some of the most relevant research and studies done within the areas. Afterwards, the research gap is established accounting for the perceived fit between the areas and the potential that the research may have for companies.

Secondly, the chosen theoretical framework is introduced. Specifically, theories on the consumer decision journey, dual cognitive processing, heuristics and biases, and the EAST framework are presented, and it is explained how they will be applied throughout the thesis. Following this section, the methodology and data collection are presented. Here, the mixed method research design is elaborated on, which includes the choice of a deductive research approach, and specifics regarding the ten experiments and the retrospective analysis of 100 Facebook posts that were carried out. The section concludes with a critique of the methodology and data collection used including an account for the authors' own biases.

Thirdly, the case company, Jabra, is presented together with a short industry overview. Likewise, the platform in focus, Facebook, is introduced. The analysis then commences with a retrospective analysis of 100 of Jabra's Facebook posts before the ten experiments are introduced. After the desired outcome and context have been established for the experiments, each experiment and the corresponding results are put forth, followed by a discussion unfolding the results of the experiments and assessing the posted hypotheses in relation to the EAST principles. Moreover, other relevant points from the analysis will be presented and discussed to evaluate the application value of the EAST framework.

Finally, the thesis concludes on the posted research question and tries to answer what the practical implications of the implementation of the EAST framework for companies on Facebook are before future implications are suggested.

2. Literature Review

In the following sections, the literature deemed most relevant for the thesis within behavioural economics and social media will be reviewed, and it will be showcased how these fields interplay.

We will commence with a literature review on behavioural economics, which is presented chronologically. This was chosen to illustrate the long history of development within the field properly. Afterwards, a literature review on social media will follow. As opposed to the previous literature review, this review is presented according to topics. Among others, this approach was chosen due to the fact that social media has only been researched for relatively few years, namely since the social media platforms started to appear in the late 1990s (CBS News, 2018).

Some theories and terms used in the literature reviews will be elaborated further in the theoretical framework, which follows the section about the research gap.

2.1 Behavioural Economics

When talking about behavioural economics, one must first talk about economics. Behavioural economics stems from economics and is a mix between it and psychology. When behavioural economics emerged, it revolutionized economics; in traditional economic theory and models, humans (or homo economicus) were always considered rational. Behavioural economists are considered to have challenged that assumption while simultaneously not rejecting the economic model (Cartwright, 2014).

Based on that introduction, it could be assumed that behavioural economics is a new research field. In a way, it is, since behavioural economics only achieved its own Journal of Economic Literature (JEL) classification in 2008 (Sapsford, Sarah, Phythian-Adams, & Apps, 2009) thus becoming what can arguably be classified as an official research field.

The following literature review is chronological and mostly relies on Cartwright's (2014) *Behavioral Economics Timeline* and Alain Samson's (2014) *An Introduction to Behavioral Economics*.

Starting at the beginning, the first use of behavioural economics is as early as the 1940s. It is claimed that the bedrock of behavioural economics was lain in 1948 when Edward Chamberlin wrote his article *An Experimental Imperfect Market* (McKenzie & Tullock, 2012). The article was the first experimental article published in economics. Before, economics was considered a field that could not be experimented with, as laboratory conditions could not be created when studying it.

The breakthrough of Chamberlin's research is manifested by the fact that it would take ten years before the next article on the subject was published (ibid).

Also in the late 1940s, Herbert Simon (1947) added the term "bounded rationality" to economic theory. He argued that our minds and decisions must be understood relative to the environment in which they evolved. Thus, decisions are not always optimal due to restrictions on human information processing, limits in knowledge (or information) and computational capacities (Samson, 2014). Later, in 1996 the research was built on by Gigerenzer & Goldstein who added the term "ecologically rational". The term is defined as people making "the best possible use of limited information-processing abilities by applying simple and intelligent algorithms that can lead to near-optimal inferences" (Gigerenzer & Goldstein as cited in Samson, 2014).

When we meet behavioural economics again, we are in 1962 where Vernon Smith publishes *An experimental study of competitive market behaviour*. In the article, Smith has conducted a series of market experiments. The aforementioned experiments by Edward Chamberlin suggested that markets were not fully efficient, while the experiments by Smith showed that his arranged market converged "quickly" to near the predicted equilibrium price and exchange volume. He stated that "even when numbers are small there are strong tendencies for a supply and demand competitive equilibrium" (Smith, 1962, p. 134). Thus, his results back the traditional economic model.

In 1968, Phelps & Pollak (1968), considering the *Present bias* (i.e. that we tend to prefer rewards that are given in the present rather than rewards we will receive in the future), introduced what is now known as beta-delta preferences. They measure the altruism of the current generation and explain the phenomenon of a current generation saving less for the future than it would like future generations to do (Cartwright, 2014).

Lichtenstein and Slovic (1971) challenged one of the most basic assumptions of economics by proving that humans' preferences are intransitive (essentially irrational). They argued that their findings: "clearly constitute inconsistent behavior and violate every existing theory of decision making" (Slovic & Lichtenstein, 1971, p. 17).

It is argued that the first time the term 'behavioural economics' was used was in John Kagel and Robin Winkler's (1972) *Behavioural economics: areas of cooperative research between economics and applied behavioral analysis* (Ainslie, 2016). The paper established this new research field and argued that

research conducted between economists and psychologists would be fruitful and mutually beneficial (Kagel & Winkler, 1972).

The study of happiness in relation to economic output also pertains to behavioural economics. Richard Easterlin (1974) conducted the first systematic study of this relationship and found that relative income rather than absolute income is what matters for happiness. In every country he studied, those in the highest income group were happier than those in the lowest income group, but there was no difference in happiness between countries or in happiness over time as average income increased (Cartwright, 2014).

Around the same time, notable behavioural economist, Amos Tversky, and Nobel laureate, Daniel Kahneman, started working together. Their second paper *Judgment under Uncertainty: Heuristics and Biases* published in 1974 (Tversky & Kahneman, 1974) was a breakthrough within the field. The article described the simplifying shortcuts of intuitive thinking (heuristics) and introduced approx. 20 biases as manifestations of these heuristics (Kahneman, 2012, p. 8). With it, they manifested the idea that humans were indeed not rational. This idea was not a radically new thought in economics, but Tversky and Kahneman made critical methodological contributions, by advocating a rigorous experimental approach to understanding economic decisions (Samson, 2014).

Later, Kahneman & Tversky published another widely cited paper *Prospect Theory: An Analysis of Decision under Risk* (Kahneman & Tversky, 1979). The paper critiques utility theory and suggests a new theory on decision-making under risk, *Prospect Theory*. This theory argues that people go through two phases in the choice process: an early phase of editing and a subsequent phase of evaluation (ibid).

Another noted and Nobel Prize-winning behavioural economist is Richard Thaler. His *Mental accounting and consumer choice* (Thaler, 1985 republished in 2008) paper laid the foundation for the fundamental ideas of mental accounting. Its main contribution was to show that biases, such as loss aversion and reference dependence, matter even for choices that do not involve risk. As such, it built on the aforementioned *Prospect Theory* by showing that the consequences of mental accounting are likely to be felt in just about any economic decision not just under risk (Cartwright, 2014).

In 1993, Matthew Rabin proposed a model of fairness. Models of social preferences go back a long way, but models up until this date were pretty rudimentary, assuming that people were altruistic

or envious (Cartwright, 2014). Rabin's more subtle framework built on these facts and suggested that:

"*(A) People are willing to sacrifice their own material well-being to help those who are being kind. (B) People are willing to sacrifice their own material well-being to punish those who are being unkind.*

(C) Both motivations (A) and (B) have a greater effect on behavior as the material cost of sacrificing becomes smaller." (Rabin, 1993, p. 1282)

Rabin showed that the model could explain behaviour in experiments as well as explain behaviour in the marketplace. Many models of social preferences have since built upon the foundation set by this article (Cartwright, 2014).

By 1995, experiments were still considered a questionable activity in economics. The *Handbook of Experimental Economics* edited by John Kagel and Alvin Roth (1995) may be seen as a turning point where experimental methods became more mainstream (Cartwright, 2014).

In 2009, Thaler joined forces with Cass Sunstein, and together they introduced the movement, *Libertarian Paternalism* (i.e. influencing people's behaviour towards a better outcome through liberty-preserving efforts). As part of this movement, they coined the term *nudge* to represent and explain the action of influencing people to make better decisions (R. H. Thaler & Sunstein, 2009). Although the word "nudge" had been used for many years, Thaler and Sunstein were the first to redefine it for the use in behavioural economics. One of their main points was that framing and context effects matter, which means that behavioural designers need to think very carefully about what frames to use in what context. They argued that using appropriate framing could nudge people to make better choices whereas an inappropriate frame could nudge people to make bad choices.

The book, *nudge – improving decisions about health, wealth and happiness* (ibid), and its premises quickly gained popularity among policymakers as it promised significant outcomes based on simple (and inexpensive) changes to the framing, in a time where the economic situation in the world was unstable. It can be argued that the book "nudge" thus was paramount in bringing behavioural economics to the attention of policymakers and later the general public (Cartwright, 2014). Among others, by laying the foundation for the creation of the Behavioural Insights Team (BIT) in the UK, which works with governments all over the world to successfully implement behavioural insights in their policy-making and are the creators of the EAST framework (Service et al., 2014).

About 40 years after their first widely acclaimed article, Kahneman and Tversky's ideas entered the mainstream with Kahneman's book *Thinking, fast and slow* in 2012, published after the death of Tversky (Samson, 2014). The book compiles all the studies by the pair, resulting in a refined theory on how the mind works. Here, it is proposed that the brain operates according to two systems, *System 1 and 2* (Kahneman, 2012). This theory will be elaborated on in the theory section.

In 2017, Thaler won the Nobel prize in economics "for his contributions to behavioural economics" (Nobel Prize, 2018). Additionally, other noted researchers that have added to the field of behavioural economics have also become Nobel laureates including Herbert Simon in 1978, Gary Becker in 1992, John Nash, John Harsanyi and Reinhard Selten in 1994 and Vernon Smith and Daniel Kahneman in 2002 among others (Nobel Prize, 2014).

2.2 Social Media

Within the last decade, social media has become an avenue that companies use as an integrated tool in their marketing kit (Ngai, Tao, & Moon, 2015). Social media can be defined as: "Websites and applications that enable users to create and share content or to participate in social networking" (Oxford Living Dictionaries, 2018). It has revolutionized the way that companies communicate with consumers and the way that consumers communicate with each other. As a result, it attracts much traction from both industry and academia (Ngai et al., 2015).

Social media as a phenomenon is still a new and relatively unexplored field of research. As such, the majority of existing research has focused on a) defining and explaining terminology and concepts that create the foundation for social media, and b) investigating how companies' integration of social media affects consumer behaviour. Some of the most prevalent themes are virtual brand communities, consumers' attitudes and motives, user-generated content and viral advertising (Paquette, 2013). Moreover, based on an investigation of 46 publications written about social media, Ngai et al. (2015) found that a set of theories and models dominate the research field of social media, namely the areas of personal behaviour, social behaviour and mass communication.

In the following, a review of significant studies and research findings within the area of social media are presented. The review far from covers all available research within the area, but is believed to provide a thorough and concise overview of the topics most relevant to this thesis. The review will take its point of departure in Paquette's (2013) review of social media research and additional studies. It will be structured according to the four headlines, namely: Consumers'

attitudes and motives, virtual brand communities, user-generated content and social media marketing.

2.2.1 Consumers' Attitudes and Motives

One of the most researched areas of social media is the underlying motives and attitudes behind consumers' use of social media, consumers in this context being individuals who are active on social media.

Among others, Stafford, Stafford & Schkade (2004) found that consumers have three main motives for using the internet, namely: Information, entertainment, and social aspects. Further, research that was done on user-generated media supported these results and added community development, self-actualization, and self-expression to the list of the most significant motives behind social media use (Courtois, Mechant, De Marez, & Verleye, 2009; Shao, 2009). Krishnamurthy & Dou (2008) summarize these motives into two main groups, rational motives, including, e.g. knowledge sharing (information), and emotional motives such as needs for social connection. Likewise, Goodrich & Mooij (2014) found that the cultural background of the consumers has a considerable influence on how they interact with and perceive social media.

Consequently, their study showed that individualistic and short-term oriented cultures prefer platforms with the possibility to show off and boost yourself, whereas long-term oriented cultures are more community oriented and seek a certain degree of anonymity. Finally, Heinonen (2011) explored why consumers are interested in social media in an empirical study combining the concepts of use and gratification. She suggested that the reference to individuals as mere consumers do not sufficiently cover the role that they play in today's media landscape. The motivations behind their media use are way too complex and their role as active producers of business value too big.

The significance of the enjoyment and engagement that consumers experience when using social media has likewise been established as a strong motive for using social media (Muntinga, Moorman, & Smit, 2011; Park, Kee, & Valenzuela, 2009). Among others, Di Pietro and Pantano (2012) found that consumers were more likely to notice brands and products on Facebook if their pages contained entertaining and engaging content. Moreover, the opportunity to engage directly with fellow consumers of the brand also reflected positively on both the platform and the brand(s) in question.

Accordingly, another part of the research related to motives and attitudes on social media has focused on examining what aspects of social media sites/platforms affect consumers' attitudes and motives. Cox (2010) found that there was a correlation between the consumers' average age and their attitudes towards advertising online. The 18- to 28-year-olds were more positive towards blogs, video and branded content, whereas the 35- to 54-year-olds found video and branded channels more amusing and eye-catching. In the same area, Chu (2011) found that users who are members of groups on Facebook are more likely to disclose personal data than non-members are. One explanation for this is that consumers find Facebook groups useful channels for self-enhancement and are thus more willing to share personal information in order to share online ads and other viral content to their social network (Chu, 2011). In the same study, Chu (ibid) found that group members, in general, have a more favourable attitude towards advertising and social media, which has contributed greatly to the understanding of the effectiveness of advertising on Facebook and other social media platforms.

2.2.2 Virtual Brand Communities

The phenomenon of groups on social media platforms is likewise a whole research area of its own. For the purpose of this thesis, the emphasis is put on the relatively new concept of virtual brand communities (VBCs). In short, a VBC can be defined as a group of consumers who come together over their shared interest in the same particular product or brand (Casaló, Flavián, & Guinalíu, 2008).

Among others, research has found that the dynamics of these communities are highly complex, composed of a mixture of group norms, cultural backgrounds, and individual and social identities. (Muñiz, Jr. & Schau, 2007; Pookulangara & Koesler, 2011; Zeng, Huang, & Dou, 2009). For brands, this understanding is valuable due to the considerable influence these dynamics have on members' interpretation of their brands and advertising and ultimately the consumers' buying behaviour (Casaló et al., 2008; Muñiz, Jr. & Schau, 2007). In their study, Zeng et al. (2009) found that members of strong social groups were more likely to accept advertising in online communities. Meanwhile, Muñiz and Jensen Schau (2007) found that members of VBCs often interpret advertising and branding initiatives according to the circumstances of the brand community attaching certain meanings to the brand and sometimes leading to misinterpretations of advertising efforts.

Moreover, a group of studies has demonstrated the role of trust and security in VBCs, and the part they play in influencing consumer behaviour. Casaló et al. (2008) found that trust in VBCs encourages a high degree of consumer-to-consumer interaction, which in turn has a strong influence on buying behaviour. Likewise, security was found among the seven factors[2] that contribute to successful Electronic Consumer to Consumer Interaction (eCCI) by Georgi & Mink (2013), while Cha (2009) established that the sense of security found in VBCs play an essential role in the consumer's sense of trust in the social media platform itself.

2.2.3 User-Generated Content

In addition to being members of groups, consumers on social media platforms also engage in the creation of content. User-generated content has by many been characterized as modern-day social capital or social currency, because it has the power to influence the reputation of brands greatly, strengthening them or completely ruining them (Paquette, 2013; Zinnbauer & Honer, 2011). Furthermore, Zinnbauer & Honer (2011) found that companies can facilitate loyalty among consumers and gain social currency by becoming part of their daily lives and by utilizing one or more of the six components of social currency: affiliation, conversation, utility, advocacy, information, and indemnity. This, in turn, increases the likelihood of consumers engaging in Consumer Generated Advertising.

Relating to this, the concept of Consumer Generated Advertising (CGA) has established itself as an important phenomenon. As such, today's Firm Generated Advertising (FGA) must coexist with CGA, which is defined as brand-specific messages created by consumers to persuade and inform others about a particular brand (Campbell, Pitt, Parent, & Berthon, 2011). This phenomenon is also referred to as vigilante marketing (Muñiz, Jr. & Schau, 2007; Pehlivan, Sarican, & Berthon, 2011) because of its autonomous nature.

A line of studies has looked into the two different types of advertising and found that the reactions that the two elicit among consumers differ significantly. Among others, Pehlivan, Sarican, and Berthon (2011) found that consumers greatly appreciate FGA. However, CGA elicited much more engagement and was found much more entertaining. Similarly, both Cheong & Morrison (2008)

[2] The seven factors include: Content, security, hedonic, quality, atmosphere, convenience, and social (Georgi & Mink, 2013)

and Taylor, Strutton, & Thompson (2012) found that consumers placed much more trust in the information they received from CGAs than from the FGAs.

2.2.4 Social Media Marketing

Finally, we shall review some of the findings in the research of companies' marketing and activities on social media. As mentioned above, much research has shown that the consumers are playing an increasingly vital role in co-creating value for companies (Kaplan & Haenlein, 2010; Paquette, 2013). Supporting this notion, Zhang, Jansen & Chowdhury (2011) specified the importance of companies establishing a presence on as many social media platforms as possible in order to increase their audience and possibly generate a greater interest in the content generated by the company.

However, social media should not only be considered a tool for generating awareness and reaching new customers, but also a means for building up brand equity and image (Godey et al., 2016). Moreover, Kumar, Bezawada, Rishika, Janakiraman & Kannan (2016) found in their study that firm generated content (FGC) on social media contributes positively to generating sales in physical stores. Likewise, it creates synergies to the more traditional ways of marketing such as advertising and email marketing and it is indicated to be very efficient in repetitive patterns. To secure an effective social media marketing strategy, companies should be particularly focused on creating content, which is entertaining, current and likely to make the consumers want to engage and interact (Godey et al., 2016). Companies should strive to influence the conversations taking place about their brand (Mangold & Faulds, 2009). However, they should be conscious about their tone of voice in doing so, and be aware that a humanized tone of voice is not always preferable over a corporate tone of voice. Rather, it depends on the hedonic value of the brand and the presence of negative commentary on the company's social media page (Barcelos, Dantas, & Sénécal, 2018).

Viral Advertising

One category of advertising on social media is viral advertising, which can be defined as: "unpaid peer to peer communication of provocative content originating from an identified sponsor using the Internet to persuade or influence an audience to pass along the content to others" (Porter & Golan as cited in Chu (2011, p. 31)).

Studies have shown that especially factors such as humour, sexuality, stealth, and positive experiences contribute to the success of viral advertising (Porter & Golan as cited by Chu, 2011, p. 31). Porter & Golan (2006) found that especially the entertainment value of the advertisement is

important for whether or not the consumers share the ads to their network. Likewise, Kelly, Kerr & Drennan (2010) found that the ads most frequently noticed by consumers are those, which either annoy them or entertain them. However, the studies of both Porter & Golan (2006) and Chu (2011) showed that many consumers are hesitant of sharing ads, often resulting in them ignoring the viral ads. Supporting this, Taylor, Strutton & Thompson (2012) found that a need for self-enhancement among consumers is connected to sharing behaviour, emphasizing the importance of marketing efforts that appeal to the characteristics of the target group.

2.3 The Research Gap

When choosing the thesis topic, a gap was found between behavioural economics and social media. To our knowledge, no study has ever investigated using behavioural economics as part of a social media marketing strategy. Following the success of implementing behavioural insights to policy making (Service et al., 2014), it was furthermore found possible that combining the fields of behavioural economics and social media could have great managerial implications.

Hitherto, it is the experience of the authors that the literature on behavioural economics has primarily focused on the public sector (Ariely, 2009; Guthrie, Mancino, & Lin, 2015; Institute for Government, 2010; Ölander & Thøgersen, 2014; Service et al., 2014; R. H. Thaler, 2016; R. H. Thaler & Sunstein, 2009; Thedell, 2016), whereas the private sector has been left mostly un-investigated (Fugate, 2007; Kinley & Ben-Hur, 2015; Soraghan, Thomson, & Ensor, 2016). Because of that, the examples drawn upon across the literature are the same, which is why it is necessary to add empirical evidence stemming from the private sector, and addressing the issues private companies meet.

Moreover, the research has not touched upon how behavioural economics principles could be used in a social media marketing setting. Throughout the literature, there has been a focus on ethics, which could be the reason why behavioural economists have so far kept away from applying the principles to marketing to avoid ethical dilemmas and the risk of manipulating consumers.

Finally, knowing how consumers are affected non-consciously and how they often make decisions without rational thought, is crucial to marketers. As marketing is increasingly moving away from traditional marketing (i.e. cold-calling and flow TV ads) and going into (practically) unknown territory (i.e. social media and inbound marketing), we deem it might be beneficial for companies to use insights from behavioural economics when developing social media content.

Accordingly, it is relevant to investigate how/if principles from behavioural economics can be used as part of a social media marketing strategy, and whether in doing so, it can be kept to high standards of ethics. Investigating this is important, as applying the principles could be a new platform for marketers looking to sell in untraditional ways.

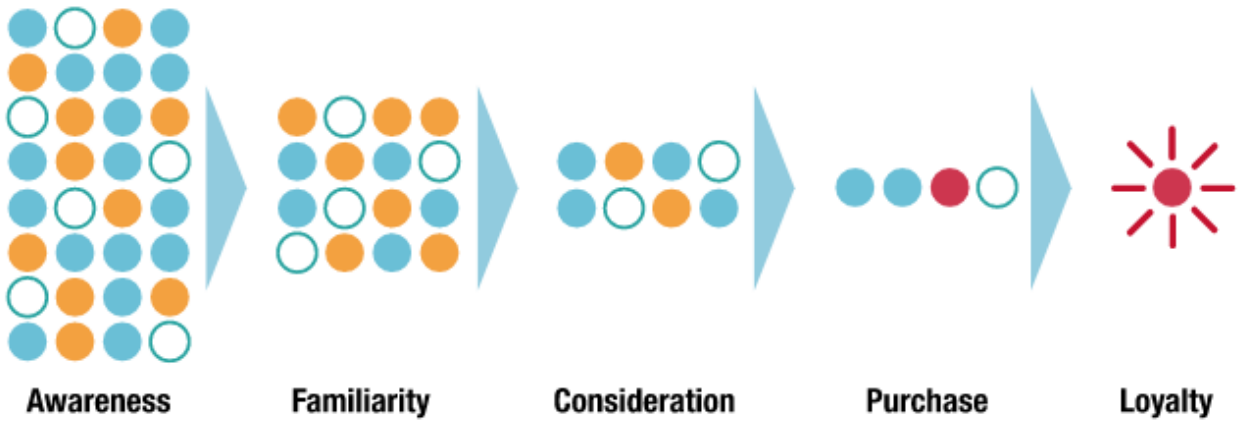
3. Theoretical Framework

Below, the theoretical framework that the thesis is based on will be elaborated. This includes theory on the consumer decision journey, Kahneman & Tversky's work on the topic of dual processing, heuristics and cognitive biases, and the Behavioural Insights Team's (BIT) EAST framework and finally a critique of the theories in question.

3.1 The Consumer Decision Journey

In order to plan effective marketing strategies and campaigns, it is essential for companies to develop knowledge about how the consumers make decisions. In order to do this, marketing efforts must reach consumers at the moments that have the biggest influence on their purchasing decisions. Traditionally, these touch points have been understood in terms of a metaphorical funnel (see Figure 1), moving from the broad end of the funnel where many brands are still considered to the narrow end of the funnel where the consumers are just about ready to make their decision. However, during recent years, the view of the customer journey has been changing because consumers have been changing the way they research and buy products. Today, the linear approach made in the funnel can, therefore, be considered insufficient due to its inability to capture all the key factors and touch points that the consumers go through as they make their decisions (Court, Elzinga, Mulder, & Vetvik, 2009).

Figure 1: The Traditional Marketing Funnel



Source: Court et al. (2009)

3.1.1 The Traditional Marketing Funnel

The traditional marketing funnel is found in many shapes and sizes but is commonly considered a linear process where the consumers systematically narrow down their selection of choices as they move through the funnel, as illustrated in Figure 1. This process consists of five main phases,

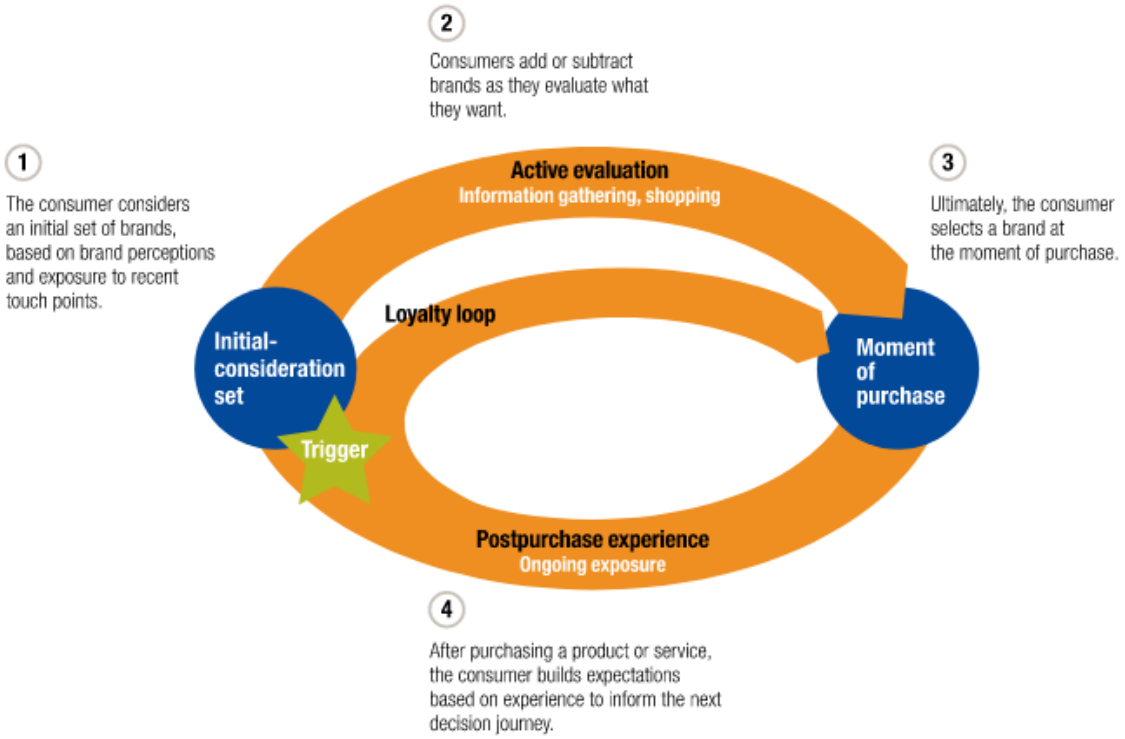
namely: Awareness, Familiarity, Consideration, Purchase and Loyalty (Court et al., 2009). Five key points thought to encapsulate the different stages that the consumer goes through, beginning when the consumers realize they have a problem, to systematically reducing the number of feasible solutions/brands, to making the purchase and finally being in the post-purchase situation where potential loyalty is ultimately established (Fill & Turnbull, 2016).

Among others, the key strengths of this approach are that the funnel enables marketers to make comparisons with competing brands at the different stages of the funnel. Moreover, it is a useful tool for tracing bottlenecks that can affect the adoption rate of products and campaigns, which in turn can help the company identify the most important areas to focus its efforts on (Court et al., 2009). However, one of the biggest weaknesses of the approach is that it is built on the classic foundation of rational and linear decision making that assumes that the consumer will always act rationally. Yet, a substantial amount of research has shown that this is not the case in reality, where the consumers are mostly irrational and are guided by cognitive biases and heuristics, which will be elaborated further in the theory section regarding behavioural economics. Therefore, many consider this approach insufficient for today's marketing landscape (Fill & Turnbull, 2016).

3.1.2 The Circular Decision Making Journey

Today, key changes to the media landscape, the volume of data that consumers have access to and the sheer volume of brands that the average consumer are exposed to every day have changed the way that consumers make decisions. In an effort to more accurately cover today's decision journey, the management consulting firm, McKinsey, in 2009 developed a more circular model, based on an examination of 20,000 consumers across five industries and three continents (Court et al., 2009). In this model, a variety of decision paths are accounted for, making the model more dynamic and the perspective on the consumers much broader. Likewise, this approach emphasizes a much higher degree of complexity in the consumers' journeys than considered before, leaving the companies in a position with less control and a greater spectrum of touchpoints to spread their limited resources to. The specific phases considered in this version of the consumer journey are; Initial-consideration set, Active evaluation, Selection and purchase, and Post-purchase experience. While these are very similar to the stages of the traditional funnel, what makes the difference is the way the phases interact with each other and the process as a whole (Fill & Turnbull, 2016), illustrated in Figure 2 below.

Figure 2: The Circular Decision Making Journey



Source: Fill & Turnbull (2016, p. 76)

Firstly, the active evaluation phase is considered much more flexible in this approach. This means that the consumer not only subtracts brands from the set of brands under consideration but also adds new ones in the process (Fill & Turnbull, 2016). Moreover, the consumer is more actively seeking information at this stage than thought to before, increasing the importance of consumer-driven marketing activities, such as reviews online and in person. Secondly, today's post-purchase experience requires much more than the classic after-sales experience in a market where consumers are increasingly engaging in a secondary research phase after they have made their purchase. Finally, this increased focus on consumer-driven marketing has emphasized the importance of obtaining active, loyal customers who are willing and dedicated enough to actively recommend the brand to their peers (Court et al., 2009).

In this thesis, both the traditional marketing funnel and the circular consumer decision journey are considered in the analysis of Jabra's activities on Facebook and the experiments conducted by the authors. Applying both are thought to utilize the strengths of each and provide a broader perspective on the results found in the analysis. Specifically, the traditional funnel perspective is applied in the analysis of Jabra's current way of planning and strategizing their general marketing efforts and those specially made for social media. Meanwhile, the circular approach to the

consumer decision journey will be considered in the discussion of the potential pitfalls of this strategy as well as in the analysis of the consumers' response to the different types of Facebook content posted by Jabra and in the experiments. Moreover, the synergies between the principles of behavioural economics and the general approach to the consumer decision journey are discussed.

3.1.3 Involvement Theory

Also affecting the consumers' decision journey is the level of involvement the consumer has with the product or process. Involvement refers to the degree of personal relevance and perceived risk that the consumer feels when making a certain purchasing decision. For this purpose, a differentiation is made between high and low involvement purchases (Fill & Turnbull, 2016). Accordingly, the purchase of, e.g. Jabra products, is considered high involvement. This is deemed the case due to the products' premium prices and the social risk that can be associated with the purchase. Hence, it is assumed that consumers will spend a great deal of time researching and collecting information before making their purchase, thus creating a long decision journey with many possible touch points for the company to target (ibid).

3.2 Behavioural Economics

As introduced in the literature review, the dominating theories used in this thesis pertain to the Behavioural Economics school of thought. A discipline shaped by a combination of insights from psychology, behavioural science and economics. Among others, essential elements include the understanding of humans as imperfect decision makers who more often than not make irrational choices because of certain heuristics, emotions and contexts (Institute for Government, 2010). As part of the behavioural economics field, the insights obtained from it are often used to improve the decisions made in both public and private spheres. The people using these insights often refer to themselves as behavioural designers as they design the behaviour and decision environment in accordance with the principles from behavioural economics to improve the choices made by the people using the immediate environment (Jensen & Lieberoth, 2017).

In the following section, principles from behavioural economics will be unfolded as an introduction to the EAST framework, which also pertains to behavioural economics and will be applied in practice throughout the thesis.

3.2.1 Dual Processing

From a traditional economics viewpoint, humans are considered rational, and our decisions are conscious and deliberate. This standpoint has been continually challenged. Most prominently by

Amos Tversky and Daniel Kahneman in their common article, *Judgment under uncertainty: Heuristics and biases*, from 1974 (Kahneman, 2012). They argued that although human beings can also make rational decisions, most of the time they do not. This idea they developed over time and the epitome of their research was published by Kahneman in 2012 in the widely acclaimed book *Thinking, fast and slow*. In the book, it is argued that humans (as opposed to Econs as they call the traditional view) have two systems processing decisions: System 1 and System 2. System 1 is automatic, largely unconscious and fast. System 2 is there to check up on and control system 1 and is only set in motion when the brain considers it necessary, as it is very energy consuming. System 2 is rational, heavy mental processing, mostly conscious and slow. We are drained of energy when we use system 2 for too long (Kahneman, 2012). A good example of this is the difference between reading fiction for pleasure and reading academic literature for educational purposes. Your brain will use more energy on the academic literature, and thus most people tire more easily when reading an academic piece compared to a fictional one. Hence, it is quite all right if you get tired when reading this ☺.

System 1 are processes that are unconscious whereas System 2 is where we have our consciousness. If you have walked a specific route many times, at some point you will be walking it automatically. In the beginning, you were using system 2 to remember which way to go but as the route is manifested in your brain and essentially becomes a habit, you will need less and less consciousness when walking it.

Furthermore, it is said that humans are characterized by bounded rationality; even though System 2 is deemed rational, it is limited by the lack of information, time or computational capacities humans are bound to experience (Ur Rehman, 2017).

3.2.2 Heuristics and Cognitive Biases

To compensate for the lack of information, time and computational capacities given in any situation, humans employ so-called *heuristics*, and from that, several hundred "irrational" *cognitive biases* emerge. A *heuristic* can be translated to a rule of thumb, which is applied by System 1 to make us able to make decisions quickly. Kahneman (2012, p. 98) defines it as follows: "...*heuristic* is a simple procedure that helps find adequate, though often imperfect, answers to difficult questions." He explains the process as a form of substitution: "If a satisfactory answer to a hard question is not found quickly, System 1 will find a related question that is easier and will answer it" (Kahneman, 2012, p. 97). These shortcuts sometimes work well and sometimes lead to serious errors. Likewise,

biases can be understood as people's tendency to make uncorrected use of the intuition-driven heuristics, which leads to irrational assessments (ibid).

In this thesis, the authors will be looking into how one can exploit these cognitive biases in order to influence behaviour on social media.

3.2.3 Changing Behaviours

According to BJ Fogg (Fogg, 2018; Jensen & Lieberoth, 2017, pp. 37–38), three factors are paramount to changing behaviour:

- Motivation
- Ability
- Trigger.

Accordingly, changes in behaviour succeed when we are sufficiently *motivated* to perform the behaviour, when it is *easy* for us to perform the behaviour and when we have a good *opportunity* to perform the behaviour (ibid). Traditionally in advertising, a *just-in-case* principle has been dominant. Ads were presented to consumers with the use of TV spots, flyers and bus stop ads. Thus, advertisers using this principle assume that consumers' motivation can be influenced in such a stable way that they will later act on the information they have received (Jensen & Lieberoth, 2017, p. 25).

If looking at this principle through the eyes of BJ Fogg, the consumers will most likely have the motivation to act, but to a large extent they will be missing the ability to act on it in the moment, and the trigger will be nowhere to be found. Unless of course, the ad on the bus stop is an ad for taking the bus, in which case the ad lives up to all three factors.

In recent years, the *just-in-time* principle has been employed more often. This principle used by many behavioural designers shapes the present behaviour and decision environment to take account of the presence of *motivation*, *ability* and *triggers* much like considering the consumer decision journey. Accordingly, the situation itself becomes the bearer of the influence (Jensen & Lieberoth, 2017, p. 25).

Taking account of both the *just-in-time* principle and incorporating the three factors for behavioural change, it was decided to use the Behavioural Insights Team's EAST framework as the working framework for changing behaviour on social media.

3.3 The EAST Framework

For this thesis, the EAST Framework is considered not only as part of the methodology but also as an essential part of the theoretical framework. Accordingly, the principles from EAST will not only be applied in practice but will also be used to support the claims made in the thesis.

The EAST Framework was created in 2014 by the Behavioural Insights team in the UK, a partly governmentally owned company focused on practical application of behavioural sciences (Service et al., 2014; The Behavioural Insights Team, 2018). The four principles take their point of departure in the existing MINDSPACE framework, which will be presented below, and the Behavioural Insights team's practical experience from working with behavioural insights (Service et al., 2014).

As mentioned, the EAST framework springs from the more theoretically founded and comprehensive MINDSPACE framework (Service et al., 2014). The MINDSPACE framework was published in 2010 and was commissioned by the Institute for Government in London. The framework sets forth nine of the most vigorous (non-coercive) influences on people's behaviour and is intended as a checklist for policymakers when they were making new policies (Institute for Government, 2010). The nine influences include; Messenger, incentives, norms, defaults, salience, priming, affect, commitments and ego (see definitions below in Table 1). However, as the framework was taken into practical use, it became apparent that a list consisting of as many as nine elements was a challenge for many of the busy policymakers to remember, reflecting cognitive chunking (relating to the fact that the short-term memory only can remember a maximum of 9 elements in a group of information, thus, the acronym, MINDSPACE, requires maximum capacity for people to remember). Moreover, it also became clear that the MINDSPACE framework, while strongly founded in the academic literature, was not easily capturing the effects and changes that were made in real life. As a result, the EAST framework was developed by the Behavioural Insights Team also from the UK to create a more simple and pragmatic framework for working with behaviour change (Service et al., 2014).

Table 1: MINDSPACE's 9 Influences

Influence	Definition
Messenger	We are heavily influenced by who communicates information.
Incentives	Our responses to incentives are shaped by predictable mental shortcuts such as strongly avoiding losses.
Norms	We are strongly influenced by what others do.
Defaults	We "go with the flow" of pre-set options.
Salience	Our attention is drawn to what is novel and seems relevant to us.
Priming	Our acts are often influenced by sub-conscious cues.
Affect	Our emotional associations can powerfully shape our actions.
Commitments	We seek to be consistent with our public promises and reciprocate acts.
Ego	We act in ways that make us feel better about ourselves.

Source: Adapted from Institute for Government (2010, p. 8).

The focus of both the MINDSPACE framework and the EAST framework is on changing behaviour. Broadly speaking, the behavioural literature defines two ways of inducing behavioural change, the rational model and the context model (Institute for Government, 2010). The rational/cognitive model focuses on changing behaviour by influencing what people consciously think about (catering to the reflective System 2 in terms of Kahneman's (2012) framework – see Table 2 below). This model has commonly been applied in traditional policy-making where people are expected to analyse and reflect on the information provided by the government and act in their own best interest. This model leans more towards the traditional economic school of thought where people are thought to always act according to what maximizes their profit (ibid).

Table 2: Main Characteristics of the Two Cognitive Systems

System	Automatic (System 1)	Reflective (System 2)
Characteristics	Uncontrolled	Controlled
	Effortless	Effortful
	Emotional	Deductive
	Fast	Slow
	Unconscious	Self-aware
Examples of use	*Speaking in your mother tongue* *Taking the daily commute* *Desiring cake*	*Learning a foreign language* *Planning an unfamiliar journey* *Counting calories*

Source: Modified from Institute for Government (2010)

The context model, on the other hand, focuses on the effects that the given context has on people. Specifically, this type of model recognizes that people act irrationally and inconsistently due to factors from their surroundings influencing them. In order to change behaviour, appeals are made to what Kahneman (2012) has defined as the System 1 processes or in other words the processes in the brain that make snap decisions and where the focus is on the automatic processes (see description above in Table 2)(Institute for Government, 2010). Simply put, the focus is on changing behaviour, not changing minds (ibid).

Having reviewed the background for the development of the EAST Framework, the four principles, *Easy*, *Attractive*, *Social* and *Timely* will be described.

3.3.1 Easy

Humans are inherently lazy, which means that even the smallest and seemingly irrelevant detail or challenge is what makes us not do something or put it off. The behavioural literature refers to these details or minor challenges as friction costs. Thus, the first principle in the EAST framework is to lessen the friction costs and make it easier for people to do something whether it is to eat more healthily, save money by switching energy provider, or as in this thesis to click or engage on social media (Service et al., 2014).

3.3.2 Attractive

The second principle in the EAST framework is to make things *Attractive*. Making an action seem attractive to the receiver fundamentally comes down to 1: drawing attention to it and 2: making the action more appealing. Means of making something more attractive include framing, creating salience and personalizing messages (Service et al., 2014). In this thesis, the attractiveness of different types of content will be discussed.

3.3.3 Social

To *make it social* is the third principle. This principle relies on the fact that humans are social animals. In fact, much of the literature shows that we are heavily influenced by what those around us do and say. For example, we are more likely to take the stairs when our colleagues do the same, and we tend to feel much more obliged to follow through on something when we have told someone else that we are going to do it (Service et al., 2014).

3.3.4 Timely

The fourth and last principle is to *make it timely*. Timing is often an underestimated factor, but reaching people at the right time can have a massive impact on how they respond. For example, we

are particularly likely to change our habits during periods of transition. Being timely also refers to hitting the right context and can again be influenced by framing. For instance, when rating their life satisfaction, people are significantly affected by the questions that have been asked just before (Service et al., 2014).

Together, these four rather broad principles account for many of the influences outlined in the MINDSPACE framework. Accordingly, *Defaults* are covered under the *Easy* principle, *Incentives*, *Salience* and *Priming* under *Attractive* and so on and so forth. The strength of the EAST framework is its dynamic approach, which makes it adaptable to the situation and context at hand. Consequently, the main objective of the framework was to create something that was easy and useful for practical implementation (Service et al., 2014), a purpose which this thesis will seek to test in the context of social media.

3.4 Critique of the Theoretical Framework

After having presented the theoretical framework this thesis is based on, it is important to highlight potential limits of the frameworks and remain critical towards the theories chosen.

3.4.1 Moving Beyond the Funnel and the Journey

While the consumer decision journey model compensates for the traditional funnel's linear approach and assumption of rationality, critics claim that the consumer decision journey model fails to capture focal points in the consumer-business relationship (Bonchek & France, 2014).

It is argued that the model's emphasis on the decision and the purchase as the most pivotal elements of the journey is misguided in today's digital marketplace. Accordingly, what drives consumer choice and advocacy now are social currency and experience (Bonchek & France, 2014), as mentioned in the literature review of social media. Notably, the rise of social media means that consumers no longer have to be customers to be advocates, meaning that transactions more often occur in the context of the relationship with the consumer, rather than the relationship occurring in the context of the transaction. Thus, marketers must think about how to enable and empower the consumers and not only persuade and promote (ibid). To capture the decision journey accurately, consideration should, therefore, be given to the multi-dimensional nature of social influence, the non-linear paths to purchase, the role of advocates who are not necessarily customers and the shift to ongoing relationships beyond individual transactions (ibid).

Being aware of the weaknesses of the consumer decision journey mentioned above, the authors argue that the chosen approach of behavioural economics contribute to a greater understanding of

the multi-dimensional nature of social influence and the decision environment of the consumers in general. Specifically, both the four-stepped process and the four EAST principles outlined by BIT lead to a thorough understanding of the context and the influence it has on the consumers, among others, in relation to social influence, the role of advocates and paths to purchase.

Hereto comes the consideration given to the just-in-time principle, which arguably is a different perspective on the consumer decision journey. Hence, it can be argued that including this perspective in the theoretical framework further contributes to an understanding of the consumer decision journey as a non-linear journey with multiple dimensions. Among others, by transferring the focus from the product and the transaction to the consumer and the situation by emphasizing the three paramount factors: *motive*, *means* and *trigger* (Jensen & Lieberoth, 2017, p. 25).

3.4.2 The Complexities of the Mind – Too Complex?

Although Tversky and Kahneman's dual processing system is widely acknowledged, it has been critiqued for being too narrow. Many other researchers have come up with two processing systems but with other descriptors and thus it can be argued that there cannot only be two systems but rather more (Evans, 2006; Keren & Schul, 2009). Moreover, it has been suggested that the notion of a battle between two or more systems in the brain, one controlled by logic and the other by impulse, is not an accurate depiction of the human mind. This is argued as humans seem to be functioning well and the mind lets people handle rather complex issues every day despite the presumed cognitive battle constantly taking place (Evans, 2006). Accordingly, the trend of two system theories within the cognitive and social sciences have by some been termed an *epiphenomenon*: "a creation of research programs that aim at maximizing differences" (Keren & Schul, 2009, p. 546).

Epiphenomenon or not, for the purpose of this thesis, Tversky and Kahneman's dual processing system is deemed to provide a relatively simple and accessible way of thinking about some of the main cognitive processes in the brain. Similarly, it provides a good basic understanding of and insights into some of the factors influencing decision making and behaviour. Likewise, the introduction of cognitive biases and heuristics may help pinpoint specific reasons behind the identified behaviours, as well as provide basic knowledge to under the principles behind the EAST framework.

Moreover, including theory about System 1 and 2, heuristics and cognitive biases help address the main weakness of the EAST framework, namely, its simplicity. Accordingly, it is hard for the

framework to stand alone as the four principles outlined in the EAST framework are unable to reflect all aspects of the large body of evidence on what influences behaviour (Service et al., 2014). Adding to this comes the framework's strong foundation within policymaking. Although, the framework is proposed as a tool for anyone seeking to affect/change behaviour, all testing of the framework has taken place within policy-making and in connection with public sector initiatives. Hence, a "translation" of the framework to a more commercial context is complicated.

4. Methods

In this section, we explain the mixed methods research foundation of the thesis and elaborate on the data collection and the methods used. Methods include a semi-structured expert interview, and A/B and hypothesis testing through experiments done on social media. Moreover, the quality demands for the data, a critique of the primary data collected and a review of the possible biases affecting the outcomes of this thesis will be presented.

4.1 Data Collection

Our data collection is a combination of primary and secondary data. The primary data was collected from interviews and experiments on Facebook, while the secondary data was collected through desk research on the internet, on Social media, in annual reports and from social media playbooks and other documents provided by the company (Daymon & Holloway, 2011, pp. 276–280). The collection of secondary data created the basis for our expert interview and our understanding of Jabra, its customers and its general target group as well as that on the social media platform, Facebook. Likewise, the expert interview gave us the necessary knowledge to create our experiments while the experiments were set up to test our hypotheses. Furthermore, we evaluated recent content on Jabra's Facebook page, which can be referred to as a secondary analysis, because it is derived from secondary data (ibid). Both the secondary and the primary data will play a significant role in our analysis and discussion. It has been chosen to use both types of data because the authors believe that it paints a fuller and more accurate picture of the case company and its activities on Facebook (Daymon & Holloway, 2011, p. 280).

4.2 Mixed Methods Research Design

As mentioned in the section regarding our scientific standpoint, this thesis takes its point of departure in a mixed methods research design. The definition of mixed methods research that this thesis adheres to is defined as: "...the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a

single study" (Burke-Johnson & Onwuegbuzie, 2004, p. 17). As mentioned, this approach is believed to help the authors answer the posted research question in the best possible and most nuanced manner.

Quantitative research methods, such as A/B testing and basic statistical analysis, will be the most dominating methods used in the analysis section of this thesis since the analysis will be based on the quantifiable A/B tests/experiments carried out on Facebook. The qualitative expert interview will primarily be used to understand the marketing strategy and social media practices of the company and the environment in which the experiments are carried out. Finally, qualitative research methods will play a vital role in the interpretation of the results of the experiments and in the reasoning behind the changes that are carried out on the selected content tested.

The reasoning and type of analysis most commonly associated with the qualitative and quantitative methods are outlined below in Table 3.

Table 3: Qualitative vs. Quantitative Methods

	Concepts associated with quantitative methods	Concepts associated with qualitative methods
Type of reasoning	Deduction Objectivity Causation	Induction Subjectivity Meaning
Type of question	Pre-specified Outcome-oriented	Open-ended Process-oriented
Type of analysis	Numerical estimation Statistical Inference	Narrative description Constant comparison

Source: Dudovskiy, J. (2017c)

4.2.1 Research Approach

The research approach that has been adopted in this thesis is *deduction*, which can also be referred to as a "top-down" strategy. As opposed to induction, deduction takes its point of departure in theoretical assumptions, which are then investigated to see if they can be verified or falsified (Dudovskiy, 2017a).

Specifically for this thesis, the deductive approach will manifest itself in the development of six hypotheses, which were created on the basis of the principles from the EAST framework and a broader understanding of the dominating literature within behavioural economics and social

media. These hypotheses were then tested in practice by applying it to the real-life case of Jabra's Facebook content. Accordingly, the research design sprung from an expected pattern of behaviour (theory), which was then hypothesised, tested with the use of A/B testing and finally either confirmed or rejected (see Figure 3 below)(Dudovskiy, 2017a).

Figure 3: The Deductive Research Approach

Source: Modified from Dudovskiy, J. (2017a)

The advantages of applying the deductive approach are, among others, that it makes it possible to explain causal relationships between concepts and variables. Accordingly, this approach is characterized by moving from the general to the more specific, just as will be done in this thesis where the EAST framework is tested in the context of Jabra's Facebook activities. Furthermore, the deductive approach makes it possible to set up a research design where concepts can be measured quantitatively and with that the possibility to generalize the research findings (Dudovskiy, 2017a).

4.2.2 Expert Interview

A factual expert interview with Mark Gaardbo, Social Media Manager at Jabra, was conducted. Mr Gaardbo has been with the company since 2015. He is responsible for all of Jabra's social media activities globally. As he is the only authority on social media in Jabra, he was the natural choice for the expert interview.

The interview can be deemed as an expert interview since Mr Gaardbo is in an expert position concerning Jabra, its social media strategy and how to use Facebook as a marketing tool. In that way, Mr Gaardbo had the power in the interview, since he had in-depth knowledge of the topics in question, which the authors did not (Kvale, 2007). The purpose of the interview was to get general knowledge about Jabra's social media strategy and practical knowledge regarding publication and rules of thumb on editing and publishing of Jabra's social media content. Mr Gaardbo was given the questions in advance to be able to prepare for the interview (see interview guide in Appendix 2).

According to Kvale (2007), an interview guide is a script that structures the interview. The interview guide is a sequence of questions and can contain reflections of the topics and aims of the interview. The interview with Mr Gaardbo can be deemed an explorative semi-structured interview since we did not adhere chronologically to the interview guide and allowed ourselves and

Mr Gaardbo to lead the interview in other directions or to go into other questions if the answers needed elaboration (ibid).

The questions regarded areas of knowledge that were needed for the thesis. There were both questions formulated openly and closed depending on if it was general knowledge or concrete, practical information that was needed. Thus, the interview can also be defined as exploratory as it was open and sought to provide us with new information (ibid). The interview was recorded on a dictaphone and can be listened to on the enclosed USB in Appendix 3.

For clarification and additional information-gathering, a further set of written questions were sent to Mr Gaardbo. The questions and answers have been added as reference material in Appendix 4.

4.2.3 The EAST Framework

The EAST framework, which has been elaborated in the theory section, creates the overall structure for the setup of the experiments and the analysis conducted in this thesis. This framework was chosen due to its vast application potential, and its recognition in the field of behavioural economics. Moreover, the framework has already proven useful within areas such as policy-making and public service where it is widely used in the practical implementation of behavioural insights (Service et al., 2014). Due to the simplicity of the framework, the EAST framework was deemed a simple and useful tool to use for the thesis and, for that reason, an easily adapted framework for marketing and social media managers to integrate into their daily work with social media, should this thesis prove it useful.

As specified in the theory section, the EAST framework sets forth four simple principles for influencing behaviour, namely making it: *Easy*, *Attractive*, *Social* and *Timely*. In addition to the four principles, the framework sets forth four steps for implementing the framework. The steps are: *Define the outcome*, *understand the context*, *build the intervention* and, finally, *test, learn and adapt* (Service et al., 2014). These four steps were considered in the process of creating the hypotheses and the experiments in general to secure the best possible implementation and the best results of the interventions.

Accordingly, a common *outcome* was defined for all the experiments, namely to increase the performance of the posts with the main focus being on the number of clicks per person reached (click-through rate or CTR for short). This data is accurately provided by Facebook's Ad Manager. The difference in performance will be deemed significant if it exceeds 20% whereas anything below that will be deemed insignificant and/or due to chance.

Likewise, the *context* was found to be the same for all the experiments, as they would all run on Facebook under the same conditions. Furthermore, the users on Facebook were extensively studied through desk research while insights about the Jabra followers were obtained from Jabra. Facebook as a platform, its users and the conditions for the experiments will be elaborated on in the analysis section. From that process, based on input from the case company, Jabra, and the knowledge obtained from the theoretical and methodological foundation, six hypotheses were formulated, and interventions were *built*. Finally, a specific set of interventions were set in motion and tested against control posts under semi-controlled conditions on Facebook. The results from these first experiments were then evaluated and learned from, and the approach was adapted for some of the interventions and re-tested.

For reference, Table 4 on the following page present the four EAST principles again. Following it, the development of the six hypotheses based on the four steps above and the EAST principles will be elaborated on.

Table 4: The Four EAST Principles

Principle	Definition
Easy	Harness the power of defaults: We have a strong tendency to go with the default or pre-set option since it is easy to do so. Making an option the default makes it more likely to be adopted. Reduce the 'hassle factor' of taking up a service: The effort required to perform an action often puts people off. Reducing the effort required can increase uptake or response rates. Simplify messages: Making the message clear often results in a significant increase in response rates to communications. In particular, it is useful to identify how a complex goal can be broken down into simpler, easier actions.
Attractive	Attract attention: We are more likely to do something that our attention is drawn towards. Ways of doing this include the use of images, colour or personalisation. Design rewards and sanctions for maximum effect: Financial incentives are often highly effective, but alternative incentive designs — such as lotteries — also work well and often cost less.
Social	Show that most people perform the desired behaviour: Describing what most people do in a particular situation encourages others to do the same. Use the power of networks: We are embedded in a network of social relationships, and those we come into contact with shape our actions. Encourage people to make a commitment to others: We often use commitment devices to voluntarily 'lock ourselves' into doing something in advance. The social nature of these commitments is often crucial.
Timely	Prompt people when they are likely to be most receptive: The same offer made at different times can have drastically different levels of success. Behaviour is generally easier to change when habits are already disrupted, such as around major life events. Consider the immediate costs and benefits: We are more influenced by costs and benefits that take effect immediately than those delivered later.

Source: *Modified from Service et al. (2014, p. 5)*

The Development of the Hypotheses

In the following, the development of the hypotheses in relation to the EAST principles is elaborated on before the experiments will be unfolded.

Hypotheses Related to the Easy Principle

As specified above, the *Easy* principle aims at lessening the friction costs and making it easier for people to do something whether it is to eat more healthily or as in this thesis to click or engage more on social media (Service et al., 2014). Combining the *Easy* principle with social media and the knowledge obtained about Jabra's social media content, culminated in the following two hypotheses:

> H_1 *Making the call to action clear will increase the number of link clicks on the attached link.*
>
> H_2 *Simplifying the language of technical content will improve performance.*

As the hypotheses above illustrate, the *Easy* principle can be understood very broadly. Hypothesis 1 is concentrated around the effects of clear buttons and call-to-action while Hypothesis 2 is focused on a simplified and more accessible textual message. While *Easy* is the central principle investigated in these hypotheses, making the content *Attractive* plays a significant role in getting people to even look at the content.

Hypotheses Related to the Attractive Principle

The *Attractive* principle focuses on making an action seem attractive to the receiver by drawing attention to it and making the action more appealing. Means of making something more attractive include framing, creating salience and personalizing messages as well as visual stimulus (Service et al., 2014). In terms of social media content, the visual stimulus (e.g. photo or video) plays a prominent role in the attractiveness of a post. Since it was already established that video as a visual stimulus performed the best for Jabra (see Appendix 5), it was chosen to instead focus on the text of the social media posts for the interventions. Thus, Hypothesis 3 will investigate the effects of personalizing the message of the given content to make it more attractive, and Hypothesis 4 will look at the effects of changing another visual stimulus: the presentation of the text. Hypothesis 3 and 4 are as follows:

> H_3 *Content that seems more personal rather than generic will perform better than content with a higher degree of formality and/or distance.*

H_4 The use of emoji's and other visually appealing changes will increase attractiveness and thus improve the performance of a post.

Hypothesis Related to the Social Principle

To make it social relies on humans' social nature and the influence that those around us have on what we do and how we behave (Service et al., 2014). In the following hypothesis, we posit that incorporating social proof into a social media post will improve the performance of the post. Social Proof relies on people's tendency to follow the heard and jump on to the bandwagon because others' approval of something usually makes it a safe choice (Ditlev, 2013; Keyhole, 2015). Accordingly, the hypothesis is as follows:

H_5 Demonstrating social proof will improve performance.

Hypothesis Related to the Timely Principle

The last principle is to *make it timely*. As mentioned, this principle is all about timing and the impact that reaching people at the right time has on how they respond (Service et al., 2014). To test the *Timely* principle, it was argued that more than just the *Timely* factor would influence two identical posts published at different times. Therefore, an experiment and thus a hypothesis regarding this were ruled out. Instead, the hypothesis focuses on specific events:

H_6 Content that is created for a specific event or holiday will perform better than content with no ties to an event.

Unlike the other hypotheses, this hypothesis will not be investigated in the experiments, which are carried out. This was chosen because it was not deemed possible to conduct A/B tests similar to the ones carried out for the other experiments. Moreover, within the timeframe of the thesis, there were only a few events/holidays to focus the experiments on, thus making it harder to generalize the results and draw any conclusions if these were to be used in experiments. Instead, this hypothesis will be tested in the secondary analysis of 100 Jabra Facebook posts. Likewise, the principle and the hypothesis will be considered in the determination of the context that the experiments will have to perform in, and in several parts of the analysis and the discussion.

4.2.4 Experiments

Based on the first five hypotheses, ten experiments were carried out from Jabra's Facebook page. All experiments consisted of a control post and at least one test post. They ran simultaneously, similar to conditions of classic A/B testing.

A/B testing or split testing, as it is also called, is to compare the performance of two items in a similar or identical setting (Siroker & Koomen, 2013). Concretely, the two items are sent out to two groups in which one receives the original (the control post), and the other receives one where changes/interventions have been made (the test post). Accordingly, the results of the tests are compared to see if there is a statistical difference in, e.g. engagement, conversion rate or clicks (Siroker & Koomen, 2013). In practice, A/B testing is most often used for website optimization, but it can also be used in many other disciplines including Social Media, where the best of two alternatives is sought after.

When doing A/B tests, it is paramount to define the criteria for success and formulate hypotheses as has been done in this thesis. This helps keep the tests focused and informative by setting a direction for the experiments. In turn, it ensures that you investigate what you actually set out to investigate, thus contributing to the validity of the research (Siroker & Koomen, 2013).

For the ten experiments, the two groups are referred to as the control group and the test group. However, in experiment 3, there were two test groups, which would make it an A/B/C test instead, but it will otherwise fall under the same methodology. For optimum conditions and reliable and valid results, the two (or three) groups were tested during the same period of time and were subjected to the same test conditions.

Specifically, efforts were made to keep conditions among the individual experiments similar in both the creation of the content and in the test of the experiments. Accordingly, only one parameter was changed in a specific published piece/subject at a time. This was done to ensure that the independent variables (e.g. the Facebook content) were separated and isolated, so it would be possible to evaluate on its effects on the dependent variables (e.g. clicks and engagement on the post). Further, the relationship between the independent variable; Jabra's Facebook content, and the dependent variables; engagement, clicks and comments, was deemed to be asymmetrical, as changes to the independent variable cause changes to the dependent variable (Dudovskiy, 2017b). Specifically, the variables affected were the length of the post, the formality level, the type of call to action, the use of personal pronouns, and the use of emojis and other visual stimuli.

Additionally, it should be noted that the experiments ran in a natural and realistic setting with low control, many extraneous variables and with participants who were unaware of the experiment. Thus, the experiments can be categorized as field experiments rather than laboratory experiments

(Dudovskiy, 2017b). The possible implications of this will be discussed further in the critique of the data and methods.

The Execution of the Experiments

The content for the experiments was developed continually, and the experiments were published a few experiments at a time. For that reason, the experiments testing the same hypothesis did not run at the same time. This made sure that the authors were able to learn and adapt from each experiment before commencing another.

The experiments ran on Facebook and were administered through Facebook's Ad Manager for companies. Here, all data were also registered. Jabra's Ad Manager is administered by Social Media Manager, Mark Gaardbo, but the authors have viewing rights. Accordingly, the data from the original source cannot be accessed, but all available data have been added in Appendix 6-10. For the creation of the experiments in Jabra's Ad Manager, several choices had to be made. The choices were heavily influenced by the expert recommendations from Mr Gaardbo.

Firstly, an objective for the experiments was to be selected. The options were *brand awareness*, *reach*, *traffic*, *app installs*, *video views*, *post engagement* and *conversions* (Appendix 6). As the experiments would be evaluated on the number of link clicks these generated, the objective of the experiments was chosen to be *traffic*. Facebook's definition of the objective *traffic* is as follows: "Send more people to a destination on or off Facebook such as a website, app or Messenger conversation" (Facebook Business, 2018a).

Secondly, the duration and budget for the experiments were chosen. All experiments ran for 6-7 days, which was deemed appropriate based on Facebook's recommendations, which are between 3 and 14 days for the most accurate test results without wasting money (Facebook Business, 2018c). Likewise, all the experiments were given a budget of DKK 600 (Appendix 7) and ran in the period from 10 March 2018 to 17 April 2018.

Finally, the targeting of the experiments was pinpointed. The experiments were all targeted at men from the US between 30 and 64 years of age (Appendix 8), corresponding to a potential pool of 53 million users on Facebook. To narrow this down further, the experiments were targeted towards users with specific interests. Thus, experiment 1 was targeted towards males who had expressed an interest in headsets. This could be users who had liked content *tagged* with the interest "headsets (audio)" within Facebook's extensive data. As a result, this experiment could have potentially

reached 250,000 users. Likewise, experiment 4 was targeted towards so-called *Jabra Fans*, thus, men who had shown an interest in or engaged with Jabra before (either by following Jabra's Facebook page or by having liked its content). The potential reach for this experiment was 190,000 users. All other experiments were targeted at men who had shown interest for Jabra's competitors, Plantronics and Sennheiser (likewise, by either following their respective Facebook pages or by having liked their content), which targeted a potential pool of 210,000 users (Appendix 8).

In terms of timing, Experiment 1 and 2 ran first to test whether the experiments worked as they were supposed to (trial run). Here, it was established that the composition of the audience who had liked either Plantronics or Sennheiser worked well. Accordingly, it was determined that the rest of the experiments except for Experiment 4 should run with this audience in order to secure consistency. Experiment 4 was special since it aimed at getting consumers to sign up for Jabra's newsletter. It was deemed that the Plantronics/Sennheiser audience would not be the optimal audience for this experiment, as the users with this interest did not necessarily know Jabra. It was argued that a too large part of this audience would be uninterested in signing up and accordingly, running the experiment with this audience would not give useful results. Instead, it was chosen to use an arguably more willing audience of *Jabra Fans*. The authors realise that the results of this specific experiment will for that reason not be comparable to the others.

Processing of Experiment Data

As mentioned, the data from the experiments were collected through Jabra's Facebook Ad Manager. This data can be seen in Appendix 10 in the form of screenshots from the website. For a better overview, data were collated and added to an overview in Excel, which can be seen in Appendix 11. It should be noted that the data were added to the Excel sheet manually. Only data, which were deemed relevant to the research, were added to the experiment results overview. Based on the data collected, basic statistical analysis was applied. Among others, minimum, maximum and total values were determined, and totals, means and comparisons were added. Furthermore, the difference in performance in percentages and the one- and two-tailed p-values were calculated. These extra calculations can be seen in the second tab of the excel sheet in Appendix 11 on the enclosed USB memory stick.

4.2.5 Secondary Analysis of 100 Jabra Posts

A secondary analysis of 100 of Jabra's Facebook posts was carried out as part of testing the last hypothesis, number 6, in order to get an overview of Jabra's activities on Facebook and to better

understand both the platform and the consumers engaging with the company on the platform. The analysed posts were published from 11 September 2017 to 8 April 2018. The data of the posts were retrieved 15 April 2018. The analysis does not include posts from that period of time that were targeted to specific geographical areas nor posts that were in other languages. Firstly, this was chosen as the targeted posts were shown to smaller and diverse audiences, which made for a poor basis for comparison. Secondly, a full and proper analysis of the posts that were in other languages would not be possible due to the language barriers and thereof lack of understanding of the given contexts. The data were collected systematically, but manually, going through Jabra's Facebook page.

The data obtained from the posts were: publishing date, website URL, whether the posts had been sponsored and all available numerical data. The website URL was collected to ensure that it would be possible to go back and look at a specific post at a later point in time. Likewise, this was thought to make it possible to verify the data, both for the authors and for the examiners.

Processing of the Data from 100 Jabra Facebook Posts

Based on the numerical data, the engagement rate (the percentage of the people that the post reached who engaged with the post) and the click-through rate for link clicks (the percentage of people reached who clicked on the link of the post) were calculated. Furthermore, Facebook's categorization of the posts was applied, and a further categorization was made by the authors. This categorization was based on an evaluation of the collected posts and was continually revised as more data was collected. Finally, further noteworthy aspects were specified in a notes section. The full set of data collected can be found in Appendix 12.

The Facebook categories used by Jabra in the period are video, link, photo and polls (Appendix 5; Appendix 13). These categories are among the most common categories on Facebook and were distinguished between in the following way: *Link posts* – posts with a link box surrounding the visual stimulus where any click will lead to the link attached, *photo posts* – posts with a photo and no link box but with or without a link in the text, *video posts* – any post with a video, also those containing a link box, and polls – any post with a poll. However, these categories were deemed too broad to give a proper overview of Jabra's activities. Thus, the authors introduced 14 new categories that were also applied to the posts. Furthermore, an additional subcategory, *collection ads*, was added and will be treated as a further categorization to the main post categories. A short overview containing the categories and their definitions can be found in Table 5 on the next page.

Table 5: Overview of Post Categories

Type	Definition
Advertisement video	A video post with a traditional advertisement video of a certain length usually associated with TV advertisements.
Blog post	A post linking to Jabra's own blog www.blog.jabra.com or articles published to the www.jabra.com website.
Blog video	A video post containing information in a format not unlike that of a traditional blog post.
Contextual product photo	A photo or link post where the product is not worn by a person but is shown in a real-life context, e.g. lying on a coffee table.
Event	A Post that refers to a specific event or holiday, e.g. Christmas, Chinese New Year or specific conferences.
Giveaway	A post featuring a competition where Jabra gives one or more products away for free to a number of consumers.
Infographic video	A video post containing an infographic.
Lifestyle photo	A photo or link post where the product is worn by a person and shown in a lifestyle context, e.g. a man wearing the product in a metro setting.
Lifestyle video	A video post where the product is worn by a person and shown in a lifestyle context, e.g. a man wearing it in a metro setting.
Product photo	A photo or link post where the product is shown on an anonymous background usually white or black. Can be considered a traditional product photo in a marketing setting.
Product support video	A video post where a specific support issue for a product is in focus.
Product video	A video post where the product is shown in a non-real setting, e.g. floating in the air or zoomed in on focusing on specific features. It is usually portrayed with a white, black or abstract background.
Reviews	A link post leading to an external (non-Jabra) website where a review of one or several products has been made.
Social media influencer	A photo or video post sharing content created by a social media influencer linking specifically to the person's own profile(s).
Collection ad (subcategory)	This format allows the Facebook ad managers to *tag* products directly on the visual stimulus chosen. When *tagged* the product will be shown in a carousel below the visual stimulus.

Source: The categories and definitions are the work of the authors.

Because the data were collected manually, several checks were made to minimize data input errors and ensure the right quality of the data. Finally, it should be mentioned that it was unfortunately not possible to ascertain the reach, the amount of clicks and the amount of engagement, nor from that, the engagement rate and click-through rate for all 100 posts. Unfortunately, it was not technically possible to get access to this data from 19 of the posts, which were primarily videos. As a result, these posts will not be considered in any comparisons of and references to the click-through rate, engagement and engagement rate in the analysis and discussion sections of the thesis.

When all data were collected and calculated, basic statistical analysis was applied similarly to the data for the experiments. To unearth patterns in the data, the data were sorted according to the defined categories, minimum, maximum and mean values determined, and the posts were ranked according to specific parameters. Moreover, further calculations were made to see if these could provide interesting findings.

4.3 Critique of Methods & Data Collection

In the following, we discuss the validity and reliability of the research conducted in this thesis. Furthermore, the main critique points pertaining to the data collection and chosen methodology is accounted for. Finally, the authors' own biases and their possible influence on the research are presented, followed by a section about some ethical concerns, before we move on to the analysis commencing with the presentation of the case company, Jabra.

4.3.1 Validity & Reliability

There are two basic quality requirements for a good data collection: reliability and validity. As this paper is based mainly within the quantitative sciences and methods, full reliability is aimed at. The classic term for reliability deems that the research should be possible to do by others while reaching the same results (Saunders, Lewis, & Thornhill, 2009, p. 187). As independent variables have been isolated and it has been aimed at to have the same conditions for the test subjects, it is deemed that a high degree of reliability is achieved. However, the authors' own biases and backgrounds must be taken into account. Accordingly, the interventions made cannot be deemed wholly objective, and, as such, another study might not be able to replicate the interventions and the following analysis. As researchers, we are part of the process and influence the context and pre-understanding. Therefore, others would not necessarily be able to do the same research and reach the same results, as their pre-understanding would influence their process and results (Fredslund, 2012, pp. 95–96). This point is elaborated further in the section concerning personal biases.

Furthermore, the environment in which the experiments were carried out, Facebook, is continuously changing and influenced by many different and changing algorithms and rules (Constine, 2016). As such, similar experiments carried out even just a month from now might be subject to some entirely different underlying rules and algorithms, which might affect the results of the research differently.

Regarding validity ("whether you actually measure what you set out to measure" (Brier, 2006, pp. 65–141)), the distinction between internal and external validity is made. Accordingly, a critical view must be placed on the internal validity (whether the applied intervention was the cause of the change to the dependent variable) of the ten experiments conducted in this thesis. Among others, this is necessary because the experiments were conducted as field experiments. Thus, it is hard to make any conclusions about whether the findings can actually be attributed to the applied interventions and not to flaws in the research design or external factors influencing the results (Saunders et al., 2009, p. 174). However, the external validity or the generalisability of the findings is improved significantly, because the experiments ran in a real-world setting. Likewise, running the experiments in a Facebook setting from the company's platform allowed for a large and arguably representative sample. Nevertheless, the size of the study and the terms under which it was conducted beg for caution in terms of thinking that the findings can be generalized to all populations without further testing (Saunders et al., 2009, p. 189).

On the basis of the terms for reliability and validity presented above, it is argued that the findings of this thesis are credible and may contribute with valuable findings for companies that are active on social media as well as the research fields of behavioural economics and social media. However, to generalize the findings, -further research and testing of the results is required.

4.3.2 Critique of the Data Collection

As mentioned above, it is important to remain critical of the primary data collection done in this thesis. Specifically, the fact that the experiments ran as field experiments increases the risk of tainting the data and the possible influence of unknown external factors (Saunders et al., 2009, p. 174). However, since the purpose of the thesis is to investigate the practical implications of the EAST framework and behavioural insights for companies on Facebook, the natural conditions in which the experiments were conducted were found appropriate.

In addition, consideration must be given to the algorithms on Facebook and the role they play in distributing the posts and controlling the sponsoring that was made on the Facebook posts in the

experiments. Specifically, the fact that Facebook proclaimed a winner of the experiments might have resulted in an uneven sponsoring of the posts subjected to the A/B testing. Likewise, it is hard to tell whether other factors pertaining to the Facebook platform and system may have contributed to a distortion of any of the data that were collected. Furthermore, it is questioned whether the difference in the results from the control posts and test posts could be deemed significant or to be a result of natural occurrence. In an effort to minimize the influence these factors might have had on the results, the Facebook platform and the experiment conditions provided by it were investigated. Additionally, a minimal percentage-wise performance difference between the posts was established to determine when an outcome could be deemed significant enough to verify or reject the hypothesis.

Finally, the data collection method must be addressed. As highlighted in the data processing sections above, both the data collected on the experiments and the 100 Jabra posts on Facebook were registered manually in the Excel sheets used for data processing. Accordingly, human errors are likely, but, as noted, a rigorous effort was made to minimize data input errors. In terms of the 100 Jabra Facebook posts, as pointed out, not all data were available for 19 of the posts. This weakens the basis for comparisons and the representativeness of the data, but as the posts missing data were excluded from these comparisons, it should not affect the results of the analysis. Overall, the representativeness and generalizability of the results can be questioned as a pool of 100 posts cannot be representative of all of Jabra's Facebook posts. For that reason, the data from the 100 posts as well as the data from the experiments will be seen as indicative rather than final.

4.3.3 The Application of the EAST Framework

In terms of methodology, especially the application and execution of the EAST framework posed a significant challenge. As previously stated, the framework originally aimed at helping policymakers evoke positive change (Service et al., 2014). To the knowledge of the authors, the framework has not been used in any other context until now. Accordingly, many uncertainties remain concerning how to best implement and work with the framework in a marketing context. Consequently, certain aspects of the four-stepped process and how to approach these have been a matter of interpretation as it was not possible to follow others' example. Accordingly, this has led to a trial and error process, which may have increased the margins of error in the implementation and test phase of the ten experiments. However, these possible limitations have been under continuous revision and have been corrected as the experiments have been carried out and any such inconsistencies are accounted for throughout the thesis.

4.3.4 How Are We Influenced by Our Own Biases and Heuristics?

When writing a thesis and specifically a thesis on cognitive biases, one has to be aware of ones' own biased mental lens and the cognitive biases affecting you. The overarching bias most prominently affecting a thesis project is the *Planning Fallacy*. As the name would suggest, it has to do with planning, however, more accurately it has to do with the overly optimistic planning everyone does when planning a task, and, thus, we underestimate the time needed (Kahneman, 2012, pp. 249–252). Accordingly, writing a complex multi-layered and comprehensive master thesis can be hugely affected by the planning fallacy and could be ascribed to the reason why many thesis writers extend their deadlines (Zieler, 2015).

When conducting experiments, one has to be aware of the observer-expectancy effect also called the experimenter's expectancy effect (or experimenter's bias). Specifically, it manifests itself in the researchers' believes or expectations and causes them to unconsciously influence the results of the experiments (Psychology Concepts, 2018). The expectations act as a self-fulfilling prophecy (Oxford Reference, 2008). As the test subjects are not conscious of our experiments, we are not able to influence the results of the tests. However, the interpretation can be affected by the expectations of the researchers when evaluating the results. Thus, it is essential to be aware of, in our case, if there is an increase in, e.g. engagement whether it is due to our efforts or can be explained by other phenomena or chance and, in that way, avoid the so-called *Illusion of Validity* bias (Zahl, 2011). Similarly, the sample size should be taken into account as to avoid the bias *Sample Size Neglect*, which is to draw conclusions based on a too narrow sample size due to a cognitive error that leads people to believe that a larger sample will not affect the results (Investopedia, 2018).

Another group of biases has to do with stereotyping, which is also a bias that needs attention from researchers. It can manifest itself as *Illusory Correlations* where researchers perceive a relationship between variables even when no such relationship exists (Hamilton & Gifford, 1976). This could be based on stereotypes concerning a specific group or *Group Attribution Error* (Allison & Messick, 1985).

Both as an organization and as researchers, the cognitive bias *Curse of Knowledge* must be taken into account (Heath & Heath, 2006). As a researcher, one might have a hard time getting through to peers or test subjects as the knowledge the researcher has on the topic is far larger than that of everyone else. Likewise, organizations know their own organization and products down to a tee and must also, when communicating externally, be aware of what information might be congenial

and thus should be rephrased or unfolded. For this thesis, we have to be aware of this both in terms of the content we will be making for the experiments but also when writing this thesis. We know the topic entirely from top to bottom whereas the readers might not. Thus, we aim to elaborate when possible and to have peers review certain sections for convoluted language for best clarity.

4.3.5 Ethical Considerations

Working within the field of behavioural economics, special consideration must also be given to the ethical considerations. This is especially critical in this field due to the main objective of influencing or potentially manipulating people's behaviour most often without them consciously knowing it.

One of the principles of behavioural economics is to steer people in an objectively (or subjectively) better direction without minimizing their freedom or, in fact, while increasing their freedom of choice (R. H. Thaler & Sunstein, 2009, p. 5). *Nudging* (the specific activity of implementing behavioural economics insights ethically) takes place if you do not take away people's choice or force them in a specific direction but make them able to make the subjectively better choice. In that way, the experiments very much live up to this. Much in line with *nudging*, the experiments in this thesis seek to steer people in the direction of a desired behaviour, namely to click more on the Jabra Facebook posts, however, without forcing people in any particular direction. On social media, it is not possible to force anyone to do something. Although the desired behaviour for these experiments is not necessarily improving the consumers' lives, it can be argued that the desired behaviour does not have negative consequence. Thus, the most prominent ethical concern is deemed irrelevant.

However, another ethical concern is that the consumers do not know that we are experimenting on them. It can be claimed that consumers should already be aware that companies are trying to maximize their sales and accordingly optimize their social media content as this can lead to sales. Arguably, this is a cynical view especially since there are probably still people (or in fact children) in this world who are less likely to think about this. However, the harm of companies experimenting with their content can be debated. As asserted above, these experiments do not have negative consequences on the people experimented with. For that reason, we argue that it is within ethic morale to experiment with content on social media. In turn, the consumers might even get better and more entertaining content than before due to experiments within this field.

Furthermore, behavioural design's and particularly nudging's main objective is to do good. Can optimizing a company's social media content be considered to serve a greater purpose? Can great content lure consumers to buy a product, that, in the end, they should not have, or that does not, in fact, fulfil their needs? Our main critique of the aspect of having to serve a greater purpose is that it is incredibly subjective. Accordingly, every company that believes that their product or service creates value for the consumers may argue that they serve a greater purpose. Thus, for Jabra's social media employees, increasing sales of Jabra products might be considered beneficial to the consumers, as they believe the technology these products come with can improve some aspects of people's lives, and that the products are of high quality so that the customers will be satisfied with them for many years. For a Jabra competitor, the viewpoint would probably be completely different.

This does not mean that we argue that every company can argue to serve a greater purpose by increasing their sales. However, one can argue that some companies are slightly more entitled to claim this simply due to the impact their products can have on people's lives. Technology, not unlike Jabra's, can naturally improve people's lives, but, arguably, the hearing aids of Jabra's sister brand, ReSound, will have a substantially more significant impact on the life of a person getting his or her first hearing aid.

Concluding, ethical considerations have been taken into account throughout the thesis work, and the authors believe that the research and the dispersion of its results will not pose an ethical dilemma.

5. Company Profile

We have chosen the audio solutions company, Jabra, as our case for this thesis. In the following section, the company will be introduced, and its marketing and social media strategy will be presented.

In 1983 in Utah, USA, Elwood "Woody" Norris founded Norcom Electronics Corporation, today known as Jabra. The company is a pioneer in its field and focuses on manufacturing and developing premium audio solutions. In fact, Jabra had the world's first ultra noise-cancelling microphone, the world's first Bluetooth headset and the world's first sports headphones with integrated heart-rate monitor (Gibbs, 2017; Jabra, 2018a). In September 2000, the company was acquired by the Danish company, GN Store Nord, and was renamed to GN Audio while keeping Jabra as its brand name (GN Store Nord A/S, 2018b). In their description, Jabra produces "the most technically advanced headset and speakerphone solutions, based on unique sound capabilities, engineered to fit the purpose for which they will be used" (GN Store Nord A/S, 2018a, p. 6).

Today, GN Audio has a world-leading position in providing audio solutions for the Business-to-Business (B2B) segment with more than 85 of the Global Fortune 100 corporations as Jabra's customers (GN Store Nord A/S, 2018a, p. 7). Additionally, Jabra is the fastest growing company in the professional headset market (GN Store Nord A/S, 2018a). Within the B2B segment, Jabra provides companywide headsets and speakerphones for both the call centre employee and the average office worker focusing on passive and active noise cancellation technologies and features improving productivity (Jabra, 2018b). Jabra's focus within the consumer segment is on the truly wireless technology where they are currently the second-largest player in the global market. Furthermore, they provide headsets for the person on the go and the sports enthusiast (GN Store Nord A/S, 2018a).

The parent company, GN Store Nord, consists of 5,575 employees (2017) and had 136 million outstanding shares and a market capitalization of DKK 27 billion (GN Store Nord A/S, 2018a). Jabra's sister company, GN Hearing, manufactures premium hearing aids. This company consists of its main brand ReSound as well as Beltone and Interton (GN Store Nord A/S, 2018c). GN Audio including Jabra consists of 1,075 employees worldwide, and the company's revenue reached DKK 3,970 million in 2017 compared to DKK 3,495 million in 2016, a revenue growth of 14% and an organic growth of 10%. The regional revenue for Q4 2017 was 46% for Europe, 40% for North America and 14% for the rest of the world (GN Store Nord A/S, 2018a).

6. The Consumer Electronics Industry

The industry overview will mainly focus on the US market, as men from the US are the target group for the experiments, and will rely on country reports from the strategic market research provider, Euromonitor International (2017a, 2017b). Moreover, the focus will be on the business-to-consumer market, as the products considered in this thesis will be treated as such.

Jabra's consumer products pertain to the Consumer Electronics industry. Within this industry, many subcategories are made. Jabra belongs to the subcategory "portable consumer electronics", which, furthermore, consists of the product categories: imaging devices, mobile phones, portable players and wearable electronics (Euromonitor International, 2017a). Most of the Jabra products are within the product category, *Wearable Electronics* (also Wearable Technology or simply (smart) wearables). For that reason, Jabra is positioned in a massive consumer category competing with Apple, Beats by Dre, Bose, B&O and Samsung among others, but also competes with Plantronics and Sennheiser on the business side (Appendix 4 – Question 1). Specifically, Jabra's new truly wireless technology in the products Jabra Elite Sport, Jabra Elite 65t and Jabra Elite Active 65t, are mainly competing with Apple's AirPods.

The consumer electronics industry in the US is generally in decline with a sales decline for the fifth year running, whereas sales in the subcategory portable consumer electronics increased by 2.9% in 2017 (Euromonitor International, 2017a). As a whole, the industry is expected to decrease its sales by 0.3% annually (CAGR), which surmounts to a total decline of 1.3% by 2022. Within portable consumer electronics, the forecasts are more positive; the subcategory is expected to increase its sales with 2% annually (CAGR), resulting in an expected total volume growth of 10.6% by 2022 (ibid).

When looking specifically at the product category most relevant for Jabra, Wearable Electronics, the positive trends are even stronger. Wearable Electronics as a group experienced an 18% sales growth from 2016 to 2017 amounting to 12 million units (Euromonitor International, 2017b). However, according to Euromonitor International, the uptake of Wearable Electronics underwhelms as most US consumers continue to view these devices as inessential. Correlating with this, Euromonitor International only expects a 6% annual growth (CAGR) from 2017-2022 (ibid).

In summary, Jabra is one among many brands in a highly competitive industry characterized by many large players. Moreover, Jabra's main category is showing great potential with attractive growth rates in an industry otherwise characterized by declining growth rates.

7. Introduction to Facebook

To fully understand the context in which the application value of the EAST framework is tested, an introduction to the social media platform, Facebook, is necessary. Thus, the following section will introduce Facebook, its role for businesses and other key concepts relevant to this thesis.

As the largest social media platform in the world with more than 2 billion active users in an average month (Facebook Business, 2018b), who spend an average of 50 minutes a day on Facebook it is no wonder that more than 60 million businesses worldwide have a page on Facebook today (Conley, 2018). The potential for exposure for companies is huge, and so are the opportunities for targeting and measuring the activities. However, several statistics show that many companies are not finding their efforts effective. For example, one survey shows that only 45% of marketers consider their Facebook efforts effective (ibid), while another report showed that 40% of marketers were uncertain about whether or not their Facebook marketing was effective (Stelzner, 2017).

Where individuals reside on Facebook via personal profiles, companies can be present on the platform with a so-called Facebook Page, a tool that has been created specifically for companies. The Facebook Page can be termed a public home for the company on Facebook. Here, companies can publish content, generate traffic to their webpages and enter into dialogue with consumers and users on Facebook (Kolowich, 2017b). On Facebook, users can choose to like or follow the page to receive content updates in their news feed from the specific company page.

Besides being able to increase awareness and generate traffic, the company also has the opportunity to deploy and track advertising. Specifically, the company can target specific groups, such as people who have shown an interest in the company or the type of products it sells, and collect detailed insights about its audience (Conley, 2018). The advertisements are referred to as "sponsored" content whereas content from companies and regular users that have not been boosted with money is called "organic" content.

Most users on Facebook are connected to hundreds of people and brands who post several pieces of content every day. Together this amounts to an average of 1,500 pieces of content available to each user every day. However, most people will only get to see about 100 pieces of content in their

newsfeed on a daily basis (Kolowich, 2017a). How both the organic and the sponsored content is shown, is controlled by a huge amount of algorithms. Likewise, Facebook modifies these algorithms to punish or enhance certain types of content that they wish to see more or less of on the platform (Bromwich & Haag, 2018), making it important for companies to stay updated on the most recent changes to the algorithms.

7.1 Organic Content

Each piece of organic content published on Facebook is given unique relevance scores that are specific to any given person on the platform. This is done to determine which posts will be shown first in a specific user's newsfeed.

Listing all the variables of the Facebook algorithms that assess and distribute the content could take up a whole paper of its own. However, in terms of the organic content, considering four important factors will get us a long way:

1. Who posted it?
2. How did other people engage with the post?
3. What type of post is it?
4. When was it posted? (Constine, 2016)

Firstly, Facebook looks at how much a user has engaged with the sender of the content; if it, for example, is a close friend or a company page that the user frequently engages with, then it bumps up the priority of the content.

Secondly, Facebook continuously evaluates a post based on how other people have already engaged with it. If the post has a high amount of interactions preferably from people, the user knows Facebook will assess the content as interesting/important to this user.

Thirdly, the type of content highly affects the score. Depending on what type of content the users normally prefer, Facebook will deemphasize for example videos if a user almost never watches those and for example prioritize link posts instead (Constine, 2016).

Finally, Facebook will take into account the recency of the post, often prioritizing the newest content to be shown first in the newsfeed. However, this factor can be outweighed by the other factors, such as a good relationship between the sender and the user or a high amount of interactions on the post.

Nevertheless, the most important thing to understand about the algorithms is that they are dynamic and set up to learn from and adapt to the individual user's behaviour on Facebook, the more a person likes and engages with content, the more targeted the content gets (Kolowich, 2017a).

7.2 Sponsored Content

As mentioned, companies also have the opportunity to set up paid advertisements on Facebook. In these advertisements, companies are able to target a specific group of users and pay a premium to assure exposure to the right people. The advertisements do not replace the natural/organic content but are injected into the newsfeed of the user. In a similar way to that of organic content, Facebook assesses the content by relevance for the users, assuring that the ads are shown to the people most likely to have a positive response to it. Moreover, Facebook distributes the allocated funds to the ads according to their success among the users, e.g. determined according to engagement and clicks. (Constine, 2016). A deep understanding of one's target group is thus essential to succeed on the platform whether the company is working with organic or sponsored content. More specific details on how the advertisements run for this thesis are elaborated further in the section concerning the ten experiments.

8. Jabra's Social Media Strategy

Currently, Jabra has a little more than 300,000 followers on Facebook (2018a), 32,000 on LinkedIn (2018), almost 10,000 subscribers on YouTube (2018) and 21,000 followers on Instagram (2018). For each platform, Jabra has a specific strategy and objective. Among others, the focus on Instagram is aesthetics and showcasing the product beautifully. Meanwhile Facebook is more diverse, featuring everything from blog posts to showcasing of products, to employer branding. (Interview Gaardbo [00:15:21.27]) Facebook is Jabra's main channel and all content is optimized for this particular platform and modified for the rest (Appendix 14).

Jabra's overall social media strategy is to create leads (clicks) (Interview Gaardbo [00:00:39.02]), which can eventually lead to sales. Thus, the aim is to lead potential customers from the social media platforms to the Jabra website where they can buy the product directly, or be led to another online retailer (e.g. Amazon or Best Buy) or a physical retailer where they can buy the product. For the consumer market, the click is considered a sale when the consumer clicks through to a retailer whereas the business consumers are considered a "sale" if the potential customer is sent through to a Jabra sales person (Interview Gaardbo [00:09:53.25]).

Other objectives for Jabra's Social Media strategy are to create brand awareness, to keep Jabra top of mind in the eyes of the consumer, to use the platforms for support and to create an ambassador platform (Appendix 14).

As mentioned, there is both organic and sponsored content on most social media platforms. Jabra uses both but has its focus on the sponsored content/advertisements (Interview Gaardbo [00:06:39.00]). For the organic content, the success criteria for a specific post is based on the engagement rate, i.e. out of 100 people reached how many have engaged with the content either through likes, comments or shares. Mr Gaardbo's rule of thumb is that an engagement rate of 1-2% is low, 3-4% is "Job well done" and above 4% is very good (Interview Gaardbo [00:07:21.12]).

In contrast, for the sponsored content the engagement is not important. Instead, the success of the content is measured with the so-called "click-through rate" (CTR) since this can be equated more easily to a lead or a sale (Interview Gaardbo [00:09:25.20]). The CTR is the percentage of the people reached who click through to the link of the post (as opposed to the click rate, which is the percentage of people who clicked the link or anything else in the video – e.g. click to play video, click to see photo or click to fold out the text). The click-through rate should be above 1% to be acceptable, above 2% is good, and it rarely goes higher than 3% (Interview Gaardbo [00:38:00.08]).

However, both of the measuring parameters can be influenced in a way that makes it less easy to use these rules of thumb. For instance, if the post becomes very popular possibly going viral both the engagement rate and the click-through rate are affected negatively. Specifically, the content will first be shown to a relevant group of people who usually have a high engagement rate with the content. If the post performs well, it will be shown to a bigger group of people where a smaller percentage of the group knows Jabra, and thus, a smaller percentage of the group is likely to engage with the content. This spiral continues if the content performs well enough. Thus, there is often a negative relationship between the people reached and the rate of people engaging or clicking on the content. Accordingly, with "viral" posts a lower engagement rate and/or click through rate is accepted (Interview Gaardbo [00:08:03.03]). As Mark Gaardbo puts it: "Maybe a 3% engagement rate is okay if you have reached ten times as many as you usually reach"[3] (Interview Gaardbo [00:09:07.07]).

[3] Translated from: "... måske er 3% engagement ok hvis du har nået 10 gange så mange som du plejer at nå."

8.1 The Journey of the Jabra Customers

As Jabra's products are within the category of consumer electronics, it can be argued that it is products that are relatively high involvement as mentioned in the theory section about involvement theory (see page 24; Interview Gaardbo [00:12:17.17]). For that reason, the consumers will be highly involved with the decision to buy Jabra's products. Specifically, Mr Gaardbo argues that the customers might have up to 10-12 touch points with the company before they buy the products (Interview Gaardbo [00:12:17.17]).

Also as mentioned, in the theory section, consumers go through a whole journey before they make their final purchasing decision, a journey often considered in terms of the so-called marketing funnel or simply the consumer decision journey (see page 23). Jabra mostly considers the classic marketing funnel in regards to their social media strategy. Accordingly, Jabra's experience is that videos are great at the top of the funnel where you have to grab the attention of the consumers and create awareness of the brand (Interview Gaardbo [00:10:58.04]). Contrastingly, they consider videos a bad choice when you are further down the funnel. At that point, they assume that the consumers need more information that is relevant to their buying situation (e.g. free shipping, 30 days return policy or where you can buy it), rather than very creative material. The potential customers are at this stage close to the moment of purchase in the consumer decision journey and just need the last push.

9. Analysis of 100 Jabra Facebook Posts

To provide a greater understanding of Jabra's activities on Facebook and of the consumers who engage with them on the platform, a retrospective analysis of 100 of Jabra's Facebook posts is presented. The 100 posts are considered a sample of the posts published to Jabra's Facebook page and will be treated as representative of Jabra's global posts on Facebook. Most of the collected data can be found in the tables introduced throughout the analysis. However, for a full overview of the data, please refer to Appendix 12.

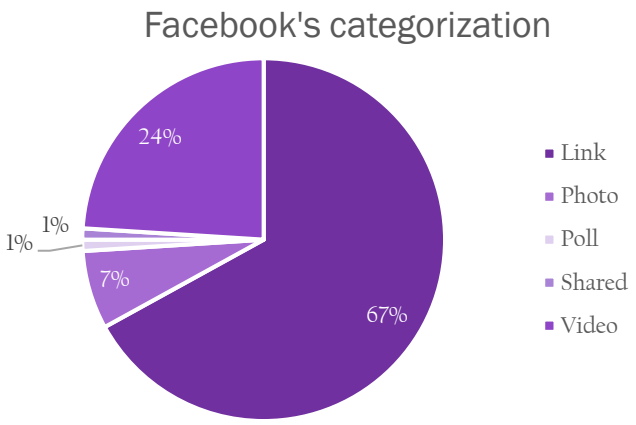
The analysis will look to highlight the worst and best-performing posts or categories of posts and seeks to explain their performance with theory. Since the parameters of the posts affect each other, one post cannot necessarily be determined to be the best performing of all the 100 posts. Accordingly, when one parameter goes up (e.g. reach), another goes down (e.g. click-through rate). Instead, one can look at one parameter at a time and see which types of posts perform the best according to the specific parameter, which will be the approach in this analysis. In practice, companies will often also have different goals, e.g., whether they want to create sales or simply awareness. Thus, all the parameters on their own or combined are justifiable to look at, depending on the objective sought to reach.

Furthermore, a disclaimer should be made regarding the sponsoring of the 100 posts in question. It was not possible to get access to the information about how much an individual post had been sponsored. Hence, the comparisons made in the following analysis are not definite as it is unknown whether the better performing posts have been given a bigger budget than those not performing as well. However, the concrete amount of sponsoring was made available for a few posts, which will be highlighted in those cases, and an average was given for a few named categories. Specifically, blog posts as a category are usually sponsored with DKK 500-1000 while so-called 'special' posts, e.g. event posts and giveaways, are sponsored with DKK 2,000-4,000. A specific event post in relation to April Fools' Day received a budget of DKK 2,500 when sponsored while a product launch post for the Jabra Elite 65t was sponsored with DKK 4,000 (Appendix 4 - Question 3). Thus, it is evident that the 100 posts have been sponsored to different extents, which will have affected their performance.

9.1 Types of Content

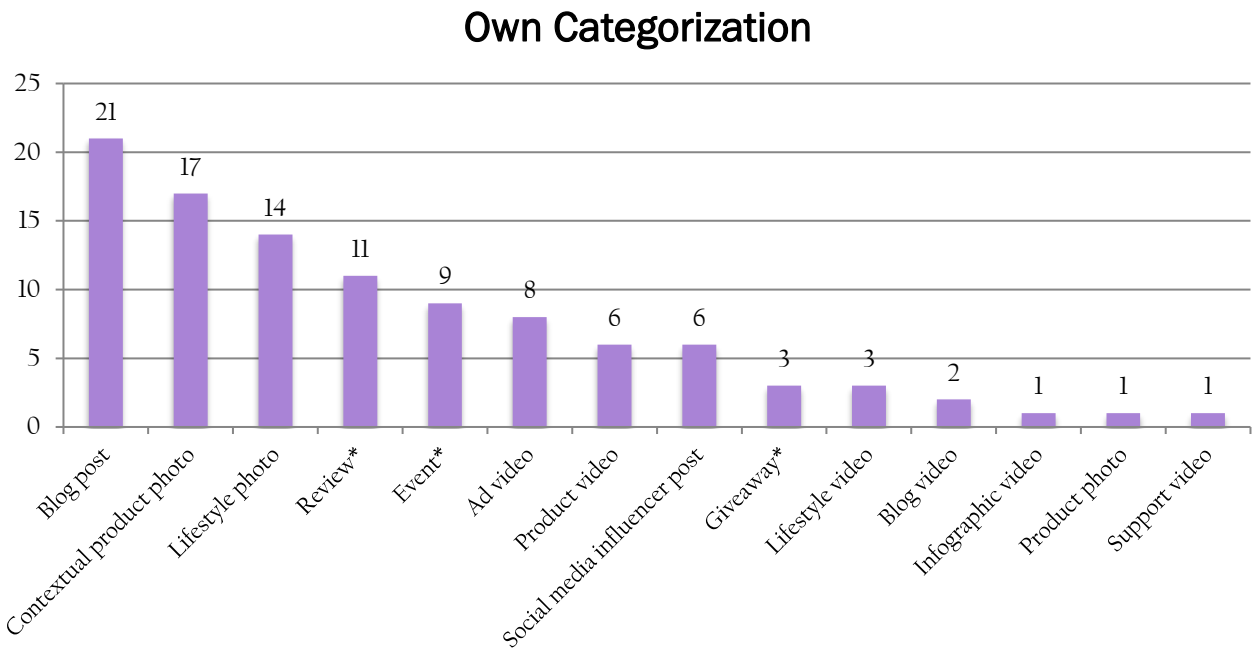
As introduced in the method section, the posts have been categorized according to Facebook's categories (Appendix 13) as well as categories developed by the authors (see page 44 for an overview and definitions). In terms of Facebook's categorization, there were 67 link posts, 24 video posts, only seven photo posts, and finally, a poll and a post shared from another company, among the 100 analysed posts (see Figure 4). Accordingly, there were no posts that were plain text (without visual stimulus) and even the posts categorized as photos contained a link in the text.

Figure 4: Pie Chart over the Division of Posts According to Facebook's Categorization



Among the categories created by the authors, the most used categories are blog posts (21), contextual product photos (17) and lifestyle photos (14). An overview of all the categories and their dispersion can be found in Figure 5 on the next page. Social Media Manager at Jabra, Mark Gaardbo, argues that contextual product photos tend to perform the best for them on the platform. In contrast, he argues that lifestyle photos at times do not perform quite as well, assumingly because not all consumers relate to the lifestyle portrayed in the photo. Finally, the blog posts, he argues, perform the worst on the platform, but Jabra chooses to publish them as a form of branding and to create a thought leadership (Interview Gaardbo [00:30:07.13]; [01:05:57.00]).

Figure 5: Overview of the Added Categorization of Posts



**Some posts were categorized into more than one category.*

Taking a closer look at the links attached to the posts, a pattern of repetition emerges. In the 4.5-month period, a little less than a third of the posts published linked to a specific product, the Jabra Elite Sport (26 times). Likewise, since its launch in January, posts linking to the Jabra Elite 65t have occurred seven times among the 44 posts published from 8 January to 8 April 2018. Among others, this pattern can be deemed a good tactic according to the cognitive bias, *mere-exposure effect*, which in short says that the more you see or hear something, the more you like it (Kahneman, 2012, pp. 65–67; Keyhole, 2015). Accordingly, a policy of "more is more" should increase the likelihood of consumers responding positively to the products. Furthermore, like Jabra, this strategy can be deemed wise for companies to consider on social media in general. Among others they should make sure to post frequently, actively engage with consumers and be present at as many touch points of the consumer decision journey as possible (Di Pietro & Pantano, 2012; Marmer, 2017; Zhang et al., 2011).

9.2 Performance

Moving on to the actual performance of the posts (see Appendix 12), a general evaluation of the posts can be performed. Among the 100 posts, the amount of people the posts reach (referred to as *Reach)* varies greatly, spanning from 4,026 to 116,566 people reached with an average of approx. 29,300 people reached per post. Likewise, the amount of *Engagement* (the amount of shares, likes

and comments on a post) goes from 22 to 7,178 (748 on average) while the *Engagement rate* (the percentage of people reached who engaged with the post) starts at 0.11% (27) to 17.28% (3,952). Accordingly, the people reached by the posts engaged with the content 2.73% of the time.

For the posts containing links (81 posts[4]), some did not have any *Link clicks* whatsoever while one post had consumers clicking 7,959 times. On average, the Facebook users felt compelled to click on the links 480 times. Ranking the posts according to the *Click-through rate for links (CTR)*, the average *CTR* was 1.18% while the lowest and highest percentages went from 0% to 8.67%.

The below sections will look further into the mentioned parameters *Reach*, *Engagement* and *Clicks*, ranking the content according to them, and suggesting explanations to patterns emerging.

9.2.1 Reach

Looking at *Reach*, the top 5 posts unveil the first pattern. As can be seen in Table 6, the review posts are overrepresented in the top with 3 out of the 5 posts. Among others, an explanation for the success of the review posts can be found within the scope of the EAST principle, *Social*. According to the research behind this principle, the opinions and actions of others have a big impact on our own opinions and actions (see page 37 for EAST framework overview)(Service et al., 2014). Consequently, the bigger *Reach* of these posts could stem from consumers reacting positively to the post, thus propelling them out to more people. Similarly, the cognitive bias, *bandwagon effect*, supports this notion by explaining that people tend to jump on the bandwagon (do an action) just because everyone else does it. Thus, sharing positive reviews on a company's social media platforms should affect consumers to be more willing to try the products, i.e. "If everyone else says it's good then I'll probably think so too" (Keyhole, 2015).

Table 6: The Top 5 Most Reaching Posts

Ranking	Post no.*	Type	Reach
1	44	Ad video	116,566
2	6	Event	113,311
3	89	Review	91,755
4	7	Review	82,118
5	82	Review	81,756

** For quick reference, all tables include the post number for the specific post in Appendix 12.*

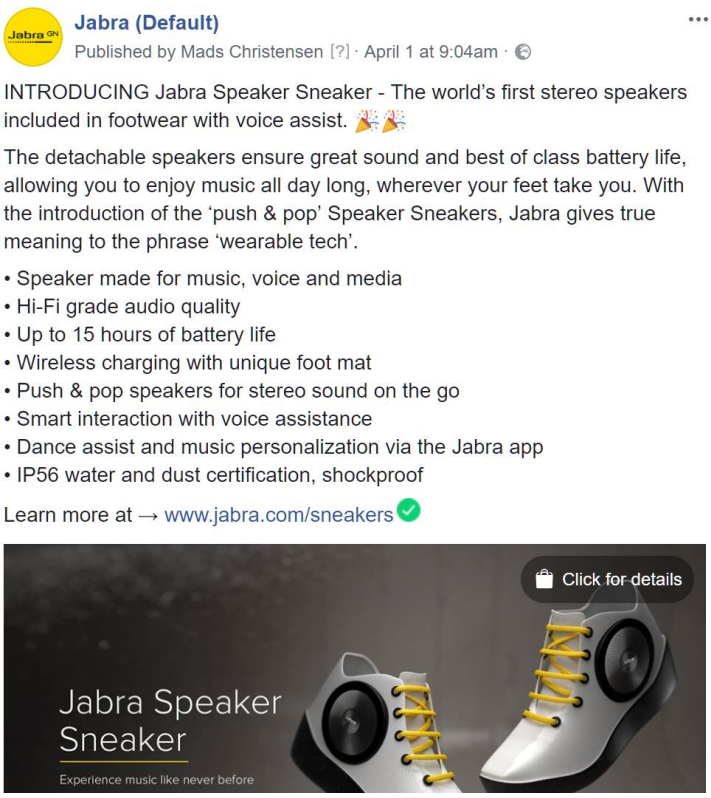
Similarly, explanations for the high performance of the two top performing posts in terms of reach can be found within the scope of the EAST framework. The post that reached the most people is

[4] Also excluding the posts where link click data were not available.

what we categorize as an *advertisement video* (*ad video* for short). The video was shared when the product Jabra Elite 65t was released, which is assumed to create much attention. Thus, it can be argued that this post live up to both the principle of being *Attractive*, due to its ability to create salience with its novelty and accessibility, and the principle of being *Timely*, due to the context, which it was posted in, namely in relation to a product launch.

Finally, the literature on social media also confirms that the video format of the post should increase the attractiveness, both for the consumers and for Facebook's algorithms (Conley, 2018; Cox, 2010; Godey et al., 2016). The second best post in terms of reach was a post from 1 April 2018, i.e. April Fools' Day. Likewise, this post is assumed to have been successful because it lived up to the EAST principle, *Timely*, by being posted on April Fools' Day. As is illustrated in Illustration 1, the humour of the post also increases the attractiveness of the post, fitting with the *Attractive* principle.

Illustration 1: Jabra's April Fools' Day Post Published 1 April 2018



9.2.2 Engagement

Continuing with *engagement* and *engagement rate*, these numbers reflect on whether the post compelled people to like, share and/or comment on the post. However, as it is the case when calculating the *CTR* (click-through rate), the *engagement rate* will often go down if a post reaches a very large audience. Moreover, it can be beneficial to take a closer look at the engagement on the posts in question. Unlike the clicks to a webpage, which can always be deemed positive, the comments on a particular post can be of a varying nature. Thus, many comments on a post might not illustrate the post's ability to generate engagement, but rather illustrate its use as e.g. a medium/channel for unsatisfied consumers to complain about something more or less unrelated (For examples see appendix 16).

Interestingly, when looking at the engagement rate, the dispersion is completely different from that of the CTR, which will be introduced in its own section. Thus, the posts ranking the best in terms of engagement rate are to a great extent the posts performing the worst in terms of CTR. Accordingly, it could be argued that consumers tend to do one or the other. Likewise, the average reach of the posts is significantly lower than for those performing well in terms of CTR (Compare Table 7 below with Table 8 on page 66 for reference).

Table 6: Top 10 Posts – Engagement Rate

Ranking	Post no.	Type	Reach	Engagement	Engagement rate	CTR (link)
1	78	Contextual product photo	22,874	3,952	**17.28%**	0.24%
2	30	Blog post	18,374	1,928	**10.49%**	0.60%
3	4	Blog post	18,036	1,784	**9.89%**	0.82%
4	34	Blog post	17,142	1,679	**9.79%**	0.72%
5	17	Blog post	22,410	2,188	**9.76%**	0.56%
6	19	Blog post	32,079	3,007	**9.37%**	0.94%
7	67	Social media influencer	14,942	1,400	**9.37%**	0.05%
8	70	Lifestyle photo	15,791	1,429	**9.05%**	0.15%
9	55	Social media influencer	23,625	2,117	**8.96%**	0.04%
10	82	Review	81,756	7,178	**8.78%**	4.88%
Average			26,703	2,666	**10.28%**	0.90%

As can be seen above, one category of posts dominate the top 10 performing posts in terms of engagement rate, the *blog post*. Accordingly, the blog posts rank from the second to the sixth best performing when measured on this parameter. Especially, the number of likes is high, while comments and shares range between 2 to 24 per post (For reference check the URLs for posts, 30, 4, 34, 17 and 19 in Appendix 12). The social media manager, Mr Gaardbo related that the texts for the blog posts are meticulously crafted between himself and the content writer to ensure high quality since the blog posts are known to be among the worst performing posts (Interview Gaardbo [01:05:57.00]). This effort, the relatable formulation of the posts and the trendiness of the information shared (playing both on the *Attractive* and the *Timely* principles) could be contributing to the high performance in relation to engagement while it does not account for the low CTR. It seems that the consumers like the sentiments shared in the posts (or would like to notify their Facebook network that they are sympathetic to it) but are not interested in reading about them.

The remaining posts in the top 10 differ significantly in type, engagement rate and reach. As is shown, the best performing post is a contextual product photo, which has reached 22,874 people

and has a very high engagement rate of 17.28%. At the same time, the post in place 10 is a review post that has reached as many as 87,756 people. However, the engagement rate is significantly lower than no. 1 with 8.78%. Though, when taking a closer look at the two posts, it can be discussed, which one is actually performing the best. Accordingly, the review post might have a lower engagement rate than the contextual product photo, but on all other parameters it performs significantly better than the first post with a greater reach, 6,500 likes, 55 comments, 106 shares (For reference check the URL for post 82 in Appendix 12) and a much higher CTR. Thus, illustrating the importance of considering more than just one parameter.

9.2.3 Clicks

When looking specifically at clicks, Facebook differentiates between *link clicks* and *other clicks* surmounting to their *all clicks* measurement. *Other clicks* are e.g. clicks to see a photo, start a video, scroll through photos or read more of a text. Within the 100 posts, the lowest number of *other clicks* was 16 clicks for a blog post whereas the April Fools' Day post had an astounding 7,499 other clicks.

One would think that there was a correlation between the number of *link clicks* and *other clicks*, suggesting that both parameters would go up if more people were reached. However, it was quickly discovered that this was not the case. Accordingly, the percentage of *other clicks* out of *all clicks* was calculated to see if there was any pattern to the division of clicks. The calculation revealed that a specific type of post, the *Collection Ad*[5] (an example can be seen in Illustration 2), overrepresented in the top half of the posts with the highest *other clicks* to *link clicks* ratio.

Illustration 2: An Example of a Collection Ad Post

Ranking the posts from highest to lowest *other click* to *link click* ratio, the top half of the posts (41[6]) consisted almost exclusively of collection ads with only four posts that were

[5] The Collection Ad format allows the company page to "tag" the visual stimulus with one or more products, which are then shown below the stimulus as seen in Illustration 2.
[6] In the calculation, a post that did not contain a link and the posts where click data was not available were excluded, basing the calculation on 82 posts.

not collection ads. In comparison, in the bottom half there were only two collection ads. In relation to the EAST principles, it can be argued that both the *Easy* and the *Attractive* principles are at play. *Easy* in terms of the ease of clicking through the material and *Attractive* through the attractiveness of knowing that there might be something more if you scroll through the photos below the post. Likewise, it verifies a common assumption that people tend to click on all buttons available (Price, 2015). Most likely Facebook has developed the relatively new ad format based on the immense data they have on the click tendencies of its users. It is moreover suggested that the collection ad click felt like a "safe" click since it did not lead to the website, and thus, people were comfortable doing it. Their interest was piqued enough to want to know more but not enough to visit the website. Thus, this type of post might be beneficial in the *awareness* phase of the consumer decision journey (see page 23)(Court et al., 2009).

Click-Through Rate

While the reach and the number of clicks on the posts give us a good idea about the overall performance of a post, the click-through rate (CTR) makes the posts more comparable but still has its limits. As mentioned, one of its limits is that often the click-through rate will go down if a post reaches a very large audience. This is due to the fact that when the post is shown to more people the pool of people who know Jabra becomes smaller and their likelihood to click on the content becomes smaller (Interview Gaardbo [00:08:03.03]). Hence, it is necessary to look at both variables as well as the context when evaluating the performance of a specific post.

In terms of click-through rate, the review posts were also the ones that performed the best. Accordingly, the seven posts with the highest CTR are all review posts, number 8 is a giveaway, and both number 9 and 10 are blog posts as can be seen in Table 8 on the next page.

Table 7: Top 10 – Click-Through Rate (CTR)

Ranking	Post no.	Type	Reach	Link Clicks	CTR (link)
1	89	Review	91,755	7,959	8.67%
2	16	Review	36,528	2,575	7.05%
3	7	Review	82,118	5,175	6.30%
4	97	Review	37,423	2,077	5.55%
5	82	Review	81,756	3,991	4.88%
6	22	Review	45,464	1,860	4.09%
7	42	Review/Event	31,815	1,274	4.00%
8	80	Giveaway	52,375	1,462	2.79%
9	58	Blog post	21,470	573	2.67%
10	69	Blog post	9,017	197	2.18%
Average			48,972	2,714	4.28%

As mentioned before, part of the success of the review posts can most likely be found in their use of the EAST principle, *Social*. However, their success in terms of CTR can also be found in the fact that the attached content contains information that much of the target group finds valuable, thus, making it *Attractive* for a large group of consumers. Moreover, the information in a review is likely more valuable to a potential customer than what can be found on, e.g. a specific product webpage. Accordingly, this type of content appeals to consumers at all points of the consumer decision journey, ranging from the initial consideration to those in the post-purchase stage.

Likewise, both the giveaway and the blog posts only tease for their main content. Thus, in order to participate in the competition/giveaway, consumers were asked to go to the attached Jabra page and not just comment on or like the post (see Appendix 15). In the case of the blog posts, they tease with interesting facts that you can only gain access to by clicking on the designated link and not just by reading the post itself. This might explain why blog posts can both be at the top and the bottom of the CTR list as the consumers need to find the short information provided in the post interesting enough to click on. Finally, the giveaway plays into the EAST principle, *Attractive*, in a way that none of the other posts in this analysis does, namely by providing a material incentive (a free product), which means that the consumers can get something very valuable out of putting in a little bit of effort.

9.3 The Timely Effect

As mentioned earlier, timing can significantly influence the way people behave and the performance of a post. Accordingly, one of the principles of the EAST framework is to *make it Timely*

so people will be more inclined to act according to the targeted intention. To investigate this, the authors set forth the hypothesis:

> *H_6 Content that is created for a specific event or holiday will perform better than content with no ties to an event.*

Among the 100 analysed posts, only 9 were found to relate to a specific event or holiday (see Table 9). Specifically, these celebrated or focused on April Fools' Day, Chinese New Year, Valentine's day, Christmas (2 posts), industry-specific events (3 posts) and a celebration of Jabra reaching 300,000 followers on Facebook (Appendix 12). Besides the fact that all the posts were context-specific, they did not have much in common. They varied greatly in both type (including videos, giveaways and photos) and performance.

Table 8: Event Posts

Ranking	Post no.	Reach	Engagement	Engagement rate	Link clicks	CTR (link)	Other clicks	Event
1	6	113,311	1,943	1.71%	1,013	0.89%	7.499	April Fools' Day
2	47	77,990	3,805	4.88%	24	0.03%	4,332	300,000 followers
3	25	66,012	1,284	1.95%	N/A*	N/A*	N/A*	Valentine's Day
4	51	40,199	1,051	2.61%	7	0.02%	1,047	Christmas
5	42	31,815	675	2.12%	1,274	4.00%	262	CES (Consumer Electronics Show)
6	24	30,037	861	2.87%	N/A**	N/A**	420	Chinese New Year
7	41	19,760	152	0.77%	N/A*	N/A*	N/A*	CES
8	79	17,758	177	1.00%	309	1.74%	70	EE Pocket-lint Gadget Awards
9	53	7,730	54	0.70%	0	0.00%	128	Christmas

** No access to link/click data for this post*

*** No link attached to post*

As mentioned, a quick overview of the event-related posts indicates an inconclusive pattern of performance. However, a closer comparison across Facebook's categories showed some indications of a positive effect of making context/event-related posts in some of the categories. Among others, the photo posts for Chinese New Year and Christmas, in general, experienced a greater reach and a higher engagement rate than the five other photo posts with no ties to events (see Table 10).

Table 9: Photo Posts

Ranking	Post no.	Type	Reach	Engagement	Engagement rate	Link clicks	CTR (links)
1	51	Event	40,199	1,051	2.61%	7	0.02%
2	24	Event	30,037	861	2.87%	N/A*	N/A*
3	3	Lifestyle photo	24,139	199	0.82%	280	1.16%
4	99	Lifestyle photo	17,269	123	0.71%	219	1.27%
5	29	Lifestyle photo	15,811	101	0.64%	116	0.73%
6	70	Lifestyle photo	15,791	1,429	9.05%	24	0.15%
7	57	Lifestyle photo	8,271	65	0.79%	59	0.71%

** No link attached to post*

Likewise, four out of five of the event posts that were categorized as link posts are ranked among the top 25 posts in terms of reach, with the April Fools' Day post ranked as number 1. For the remaining posts, no distinctive pattern could be established, among others due to the small number of posts of a specific type, e.g. polls and giveaways. Accordingly, it is hard to draw any conclusions based on the small collection of posts. However, the high performance of the April Fools' Day post indicates that the combination of several principles from the EAST framework, i.e. *Attractive* and *Timely* have a positive influence on the post's performance. Moreover, it looks as if the more general/globally acknowledged holidays draw the most traction whereas posts related to specific industry events might be relevant for too narrow a target group. Thus, it could be interesting to look at the local posts related to local events and holidays to see how they perform.

Moreover, it is also worth considering other *Timely* aspects when posting content on Facebook. Among others, thinking about the context that you want the consumers to use your product in, or when they would feel the need for your product or service, can increase the desired behaviour. This is specifically worth remembering in terms of the overall strategy and in the considerations about which touch points to target in the consumer decision journey. Likewise, it has proven beneficial to consider what time of the day to post both organic and sponsored content to Facebook. Both in terms of reaching the largest amount of people, but also in terms of getting them to like, share and click (Ellering, 2018; Marmer, 2017).

9.4 Sub Conclusion

In summary, the analysis of the 100 Jabra Facebook posts illustrated a clear preference for link posts and posts containing photos. Moreover, it became evident that posts with reviews from third parties are the posts that perform the best in terms of both reach and CTR, indicating the power of utilizing the EAST principle of *making it social* and the ability of reviews to appeal to a large target

group. Additionally, the blog posts, which are otherwise criticized internally in Jabra, seemed to perform well when looking at engagement rate. However, in terms of reach and CTR, most of these posts were not impressive. For awareness creation purposes, the collection ad format was recommended.

Furthermore, the effects of the *Timely* principle were considered in terms of relating posts to specific events or holidays. However, the results of this analysis came up relatively inconclusive. The posts categorized as events largely performed very differently on all parameters, including reach, CTR and engagement rate. Accordingly, the photo posts linked to an event seemed to perform better in terms of reach and engagement rate, and the link posts linking to an event also seemed to perform well. For several of the other categories, the pool of posts was too small to detect any patterns, or the posts simply did not perform better than its relative competitors.

Finally, this retrospective analysis demonstrated the strength of considering more than one principle from the EAST framework at a time. This was found in two of the best performing posts, the April Fools' Day post and the advertisement video launching the Jabra Elite 65t where both posts showed aspects from *Attractive* and *Timely*.

10. Experiments on Facebook

In order to investigate how the implementation of the EAST framework might affect clicks and engagement on social media, ten experiments were conducted on Facebook. The experiments consisted of 21 different posts, competing in pairs of two or three where one or more posts were modified to test the effects of *call-to-action*, simplification, personalized language, the visual appeal (emojis) and *social proof*. All experiments had a control post and minimum one test post. The control posts were in most cases original Jabra posts constructed according to the normal procedure for the production of social media content at the company. In contrast, the test posts were modified by the authors of this thesis, taking the point of departure in the principles from the EAST framework. In rare cases, both the control post and the test post were created by the authors, but based on information from the Jabra website or other marketing material.

10.1 Social Media Playbooks Chosen

The original social media posts provided by Jabra were based on content already drafted by Jabra's marketing department for the two products, *Jabra Evolve 75e* and *Jabra Elite 65t*. These products were chosen as they are newly launched products and, thus, it was argued that social media posts regarding these products would obtain a larger degree of attention compared to posts concerning older products (Interview Gaardbo [00:29:51.06]). The content was used as templates for the control posts. A short description of both products will be provided below to give a better understanding of the context, and what the posts in the experiments are in fact promoting. The original content used for the experiments can be found in Appendix 17.

Illustration 3: The Jabra Evolve 75e

Taken from Jabra.com/Evolve75e.

10.1.1 The Jabra Evolve 75e

The Jabra Evolve 75e (see Illustration 3 above) is one of Jabra's *business-to-business* (B2B) products and was launched in September 2017. It is branded as the world's first Unified Communications

(UC)[7] certified professional wireless earbuds. The headset has *active noise cancellation* (ANC) and a *busylight* showing when someone is on a call (GN Store Nord A/S, 2018a). The headset connects to a PC or smartphone using a USB or Bluetooth connection and has a 14-hour battery life (Jabra, 2018d). The headset can be bought by both private and business customers.

10.1.2 The Jabra Elite 65t

The Jabra Elite 65t (see Illustration 4 below) are so-called *truly wireless earbuds* and are in Jabra's consumer portfolio. They connect to a smartphone or tablet via Bluetooth. They provide access to Alexa, Siri and other digital voice assistants. The earbuds have a 5-hour battery life with a charging case providing 10 hours more (Jabra, 2018c).

Illustration 4: The Jabra Elite 65t

Taken from Jabra.com/Elite65t.

10.2 EAST Application

The experiments and analysis were set up according to the four steps outlined by the behavioural insights team in their guide for implementation of the EAST framework. Accordingly, we began by defining the behaviour we wanted to influence and investigated the context in which the posts would be performing, which was the same for all the experiments.

[7] A unified communications (UC) system is a set of communication services and solutions bundled, sold and delivered together as one single cohesive solution. UC systems enable the use of voice, data, Internet, video and other communication services through an integrated product or system e.g. Skype For Business, Cisco and Avaya (Techopedia, 2018).

10.2.1 Definition of Outcome

As it was established in the previous sections of this thesis, Jabra uses its Facebook page to increase awareness and keep Jabra top of mind (see page 55-56). Furthermore, the overall goal is to create leads, which is partly measured by the number of link clicks on the posts on Facebook. Having this in mind, it was determined that the most important behaviour to consider of the consumers on Facebook was engagement (i.e. likes, shares and comments) and the click-through rate (CTR). After reviewing the posts selected for the experiments, it was decided to primarily focus on measuring the difference in the CTR. This decision was made based on the focus of the ten posts, which all were focused on the promotion of two new products and aimed at getting people to explore the product further on the website, rather than engaging in a dialogue or sharing with friends on Facebook.

10.2.2 Context

Step 2 outlined by the Behavioural Insights Team is to consider the context in which the interventions are implemented. For this purpose, more than one angle was considered to get the best possible overview of the multiple aspects of the context. This section will account for the context of the target group that the interventions are aimed at, namely the average Facebook user. Part of the context has already been accounted for in the section about the Facebook platform (see page 53) and Jabra's strategy on social media (see page 55-56). Likewise, a presentation of how the experiments ran, according to budgeting, targeting and so forth will be made in the following section, which presents the experiments in more detail. For now, a brief overview of the most common ways that the consumers interact with the platform and how they behave in relation to the content supplied by companies is presented.

In broad terms, Facebook's users access the platform from both desktop and mobile devices, thus, not limiting themselves to one device (Ellering, 2018). As mentioned above, they spent 50 minutes a day on the platform on average (Conley, 2018). They are most active from Thursday until Sunday where engagement rates, in general, tend to be higher than during the middle of the week. Likewise, the most activity occurs at 9 am, 1 pm and 3 pm, with most shares of content occurring around 1 pm and most link clicks happening around 3 pm (Ellering, 2018; Marmer, 2017).

The most popular types of content are highly visual. Thus, posts with images experience more than two times more engagement than clean text content. Moreover, content containing images account for 87% of the total interactions on the Facebook platform. Video has in recent years become the most popular type of content on Facebook. As a result, more than 100 million hours of video are

watched every day on Facebook with 45% of people watching more than one hour of Facebook or YouTube videos every week. Likewise, video content produced by companies is found attractive with 43% of people wanting to see more of this type of content from companies (Conley, 2018).

Zooming in on Jabra's specific target group, Facebook data indicates that the same patterns can be found among these users. Specifically, video content demonstrates both the greatest reach and the highest engagement (see appendix 5). Following video content comes link posts and then photos, demonstrating the same patterns for both the targeted and non-targeted posts. Furthermore, the data shows that 72% of Jabra's followers are men on a global scale, whereas men account for 56 % of the American followers. Their biggest audience can be found among the 25-64-year-old men, aligning with the main target group set by Jabra itself (Appendix 18).

10.3 Budget & Targeting

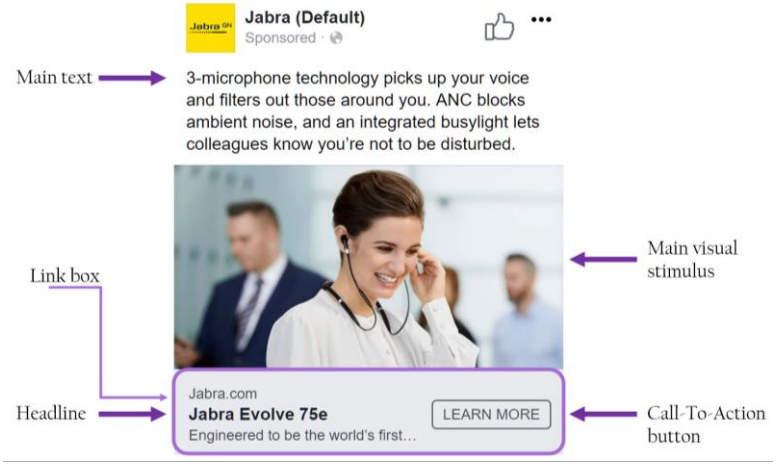
As mentioned in the methods section, all the experiments ran for 5-7 days with a budget of maximum DKK 600. They were all targeted at men in the US between the ages of 30 and 64 years (See Appendix 6-9). Furthermore, Experiment 1 was targeted towards males who had expressed an interest in headsets. This could be people having liked Jabra or its competitors' content or liked any other content that was "tagged" with "headsets (audio)". Experiment 4 was targeted towards males who had shown an interest in Jabra (either by following Jabra's Facebook page or by having liked their content), also referenced to as "Jabra Fans" by Mr Gaardbo. All other experiments were targeted at men who had shown an interest in Jabra's competitors Plantronics and Sennheiser (also by following their respective Facebook pages or liking their content). For the "headset (audio)" and the "Plantronics/Sennheiser" targeting people who already followed Jabra were not excluded.

10.4 Results

In the following, the experiments are presented according to the categories; call-to-action, simplified and/or personalized message, visual appeal (emoji use), social proof and lifestyle vs technological focus. For each experiment, we account for the interventions that were made and the arguments behind. Finally, the results based on a number of parameters are accounted for and discussed.

When introducing the interventions made to the posts, the aspects of the posts will be differentiated between as illustrated below:

Illustration 5: Differentiation of the Elements of a Facebook Post



Furthermore, each of the experiments will be evaluated based on all or most of these parameters:

- Reach/impressions
- Link clicks/all clicks
- Click-through rate for link click/all clicks
- Button clicks
- Engagement & engagement rate
- Facebook's division of the budget
- Facebook's appointed relevance score
- Conversions
- Conversion rate per person reached.

A short description of the parameters used in relation to the experiments will be provided below for use in the evaluation of the experiments. Most of the data stem from Jabra's Facebook Ad Manager while some of the data are calculated by the authors.

Reach is the number of people who saw an ad at least once. It is different from *impressions*, which may include multiple views of an ad by the same people (Facebook Business, 2018a). Accordingly, we will use *reach* rather than *impressions* as we find this is a more accurate measure. *Link clicks* refer to all clicks on the link in a post whereas *all clicks* will also refer to clicks to "see more", start a video, engagement etc. The *click-through rate (CTR)* has already been explained in the former section but is calculated as clicks divided by the number of *impressions*. Facebook provides a CTR for both *link clicks* and *all clicks* but the analysis will focus on the CTR for *link clicks* as this is deemed the most

relevant. *Button clicks* refer to the number of times people have specifically pressed the *call-to-action*[8] button on the post. Likewise, *engagement* and the *engagement rate* have already been explained. These will only be taken into account in rare cases as the experiments focused on creating clicks rather than engagement.

As mentioned in the methods section, the experiments were each given a budget of DKK 600, but Facebook decides on its own how it will divide the budget between the posts in each experiment based on how well it thinks a post will do. The evaluation of each post is based on the initial performance (e.g. the CTR) of the posts in a short timeframe as well as Facebook's so-called *Relevance Score* for ads. This relevance score is related to the relevance score that is given to organic content but is not entirely the same. In the Facebook Ad Manager, the *Relevance Score* is defined as a rating from 1 to 10 (10 being the best), which estimates how well a target audience (e.g. "Jabra Fans") is responding to an ad. The score is calculated after a specific ad or post has received more than 500 impressions. For that reason, due to the division of the budget, some of the posts in the experiments did not reach 500 impressions and therefore do not have a relevance score. If the relevance score is high, Facebook argues that an ad/post is more likely than other ads to be shown to the target audience.

Finally, *conversions* and the *conversion rate per person* will be used in some cases. Conversions could be newsletter signups or concrete sales on the website. This is measured with a so-called *Facebook pixel*, which works in a similar way as an internet *cookie* (Appendix 4 – Question 7). The conversion rate per person has been calculated by the authors.

10.4.1 General Performance of the Experiments

The experiments have been shown to a sample of the users on Facebook that fitted with the chosen target group. The chosen population/target group was representative of Jabra's target audience to the extent possible.

Overall, the ten experiments and therein 21 posts reached a total of 85,669 people with an average of 4,080 people reached per post. The posts reaching the fewest people reached 167 people while the post reaching the most reached 12,267 people. Since the experiments were sponsored with DKK 600 per experiment, a total of DKK 6000 was used. On average, the posts were sponsored with

[8] Words and/or formatting (buttons) that urge the reader/viewer to take an immediate action, e.g. "Shop now", "Learn more", or "Click Here" (BusinessDictionary.com, 2018).

around half of the amount (DKK 285.68), but it varied greatly. Accordingly, almost all of the available money was spent on the control post in Experiment 4 whereas only DKK 12.54 was spent on one of the test posts in Experiment 3. Since the control post in Experiment 4 had the biggest budget to work with, it performed the best of all the posts in most parameters (only excluding CTR for link clicks, conversions and conversion rate per person of the parameters compared in Appendix 11). Likewise, due to the small budget, test post no. 1 in Experiment 3 scored the worst within most parameters. An outlier to highlight is Experiment 2's control post, which had the highest CTR for link clicks (5.14%), currently making it the overall winner as CTR for link clicks was the parameter aimed at.

In terms of the relevance score given by Facebook, the posts in the experiments did rather well ranging from a score of 4 to 7 and with an average score of 5.26. Looking at the CTR for link clicks, the lowest rate is 1.06% and the highest 5.14%. Comparing the average CTR (link) for the 100 posts analysed (1.17%) with the average for the posts in the experiments, the experiments perform much better. Accordingly, they have an impressive average of 2.9%, which is also deemed very good in the success definition provided by Jabra where 2% is considered good and more than 3% considered very good, but also a rare occasion (Interview Gaardbo [00:38:00.08]).

In the following, the individual experiments and their results are presented. As stated, the experiments are introduced according to the categories: call-to-action, simplified and/or personalized message, visual appeal (emoji use), social proof and lifestyle vs technological focus. However, the experiments are numbered based on when they ran chronologically as to more easily refer to the corresponding data in the appendices. For that reason, we happen to start with experiment 3 and 4 as they pertain to the category *call-to-action* and end with experiment 10 correlating with the *lifestyle vs technological focus* category.

10.4.2 Call-To-Action

Two experiments (Experiments 3 & 4) were focused on testing call-to-action relating to the second hypothesis:

> ***H1*** *Making the call-to-action clear will increase the number of link clicks on the attached link.*

Here, the objective was to test the effects of the different call-to-action options on Facebook. Concretely, *in-text* call-to-action was tested against the default call-to-action button provided by Facebook ("Learn more"). In correspondence with the power of default options (Kahneman, 2012, p. 348), Jabra's normal "choice" of call-to-action happens to be the default provided by Facebook. In

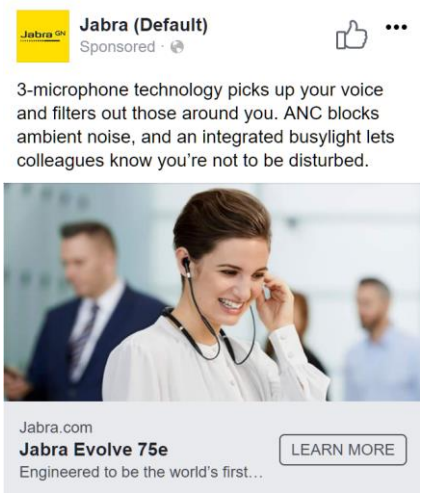
accordance with the hypothesis, it is argued that using a button is more "clear" to the consumer than an in-text call-to-action. Accordingly, a call-to-action button should make it easier for the consumers to click there and thus increase the likelihood of them doing so. Furthermore, the different phrasing of the call-to-action was investigated, testing Jabra's default "choice" of 'Learn more' against 'Shop now' and 'Sign up'. It was also argued that making the call-to-action phrasing relevant to the context of the post should increase link clicks.

Experiment 3

For this experiment, it was decided to run three parallel posts. For all the posts, the text and content were identical. The only difference between the three was the different call-to-action that was applied (see Illustration 6). Accordingly, the control post ran with the default setting, the call-to-action button, 'Learn more'. The first test post had the in-text call-to-action, 'Shop now →', and, finally, the second test post had the call-to-action button, 'Shop now'. This was chosen to test whether this phrasing would make the consumers more prone to clicking.

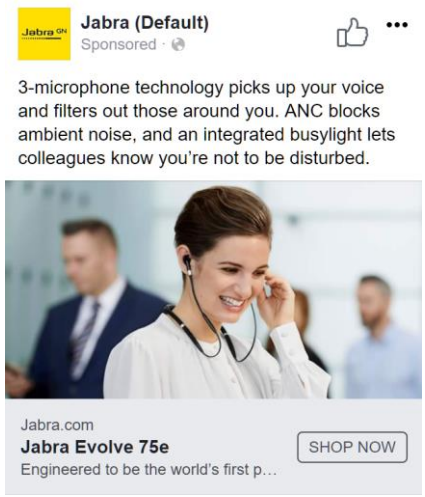
Illustration 6: Presentation of Experiment 3

Control post



Test post no. 1

Test post no. 2



Results

As hypothesized, it was a post with a call-to-action button that did win. The control post was given the biggest budget (approx. DKK 440), thus, indicating that Facebook deemed it the most likely to succeed. For that reason, the control post reached 4,308 people whereas test post 1 was given a budget of roughly DKK 13 and reached 167 people and the second test post spent approx. DKK 150 and with that reached 1,955 people. Due to the bigger reach, the control post also had the biggest amount of link clicks, and, irrespective of reach, it also had the biggest click-through rate.

Table 10: Results Experiment 3 (General Data)

	Amount spent (DKK)	Reach	Link clicks	Relevance score
Control post (button)	438.47	4,308	113	4
Test post 1 (in-text)	12.54	167	4	N/A[9]
Test post 2 (box)	148.37	1,955	45	4

However, the second test post also with a button did not perform as well as the authors expected it to in terms of CTR. Although, it had a bigger reach and of that, a larger amount of link clicks the percentage of clicks compared to the people reached was lower for this post compared to the first test post with the in-text call-to-action (see Table 12 below).

Table 11: Results Experiment 3 (Clicks)

	Link clicks	CTR (link)	%-point difference*	% increase*	Clicks (all)	CTR (all)	Button clicks
Control post (button)	113	2.41%	0.12	5.77%	139	2.97%	53
Test post 1 (in-text)	4	2.29%			6	3.43%	N/A (no button)
Test post 2 (button)	45	2.08%			60	2.78%	17

** The calculations are based on the difference between the in-text test post and the control post as the hypothesis focuses on the power of the call-to-action button.*

Although the control post did perform better than the two test posts, the increase in CTR only corresponds to a difference of 5.77% from the in-text test post to the control post. As the authors have chosen a minimum of 20% difference for a change to be deemed significant, the result is indicative but not conclusive. Likewise, as test post 2 with the call-to-action button and text 'Shop now' performs the worst in terms of CTR of all three, it is assumed that 'Learn more' is the best option out of the three although further testing should be done to confirm this.

Experiment 4

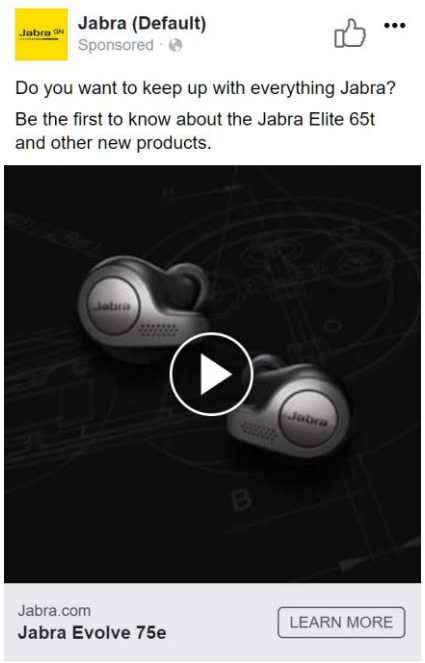
Experiment 4 had the same scope as experiment 3: To test the effect of a clear call-to-action. The context of the post was to get consumers to sign up for Jabra's newsletter, and thus, the success or failure to do so will also be evaluated. Moreover, it was decided that this post should be targeted at people (males) who had already shown interest in Jabra. This was argued as, e.g. people who did not know Jabra in advance would most likely not be willing to sign up for a newsletter. Concretely,

[9] Since test post 1 in Experiment 3 only reached 167 people, Facebook did not determine a relevance score.

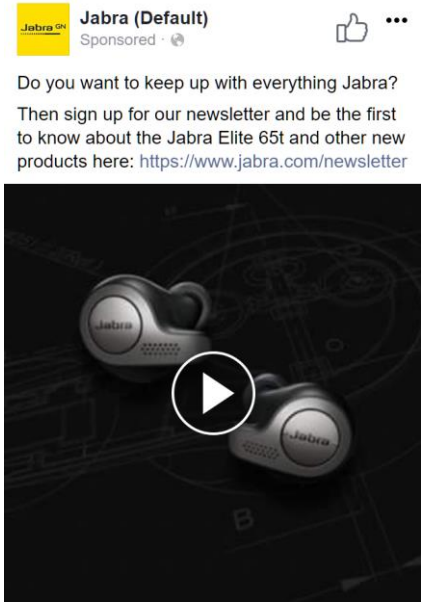
the plan was for the control post to have the call-to-action button 'Sign up' while the test post would only have the in-text call-to-action and a link. Accordingly, the best parameters for a conversion (newsletter signup) would have been established. However, as can be viewed below in Illustration 7, the actual experiment ran with the default call-to-action button 'Learn more' rather than 'Sign up' due to a human error. Likewise, the short video attached shows the Jabra Elite 65t product, but the headline suggests that it is the Jabra Evolve 75e product instead. As a result, this experiment does not test the 'Sign up' call-to-action but does test whether a clear call-to-action will perform better than a post with a call-to-action in the text.

Illustration 7: Presentation of Experiment 4

Control post



Test post



Results

As expected, the post with the clear call-to-action button did perform better than the post with a call-to-action in the text. As opposed to the results of Experiment 3, the results of Experiment 4 can be deemed conclusive/supportive of the hypothesis as the difference between the control post and the test post is much higher than the 20% at an impressive 364.15% increase (see Table 13). The positive result can most likely be attributed to fewer *friction costs*. Accordingly, the friction costs are low as it is made very easy for the viewer to find the link and press the button in the control post. On the test post, the webpage link is to a certain degree "hidden" in the text, and the viewers will have to press the specific URL rather than a button. Consequently, the in-text call-to-action has

higher friction costs and, as confirmed here, it should therefore be less likely that the consumers will "find" the link and click it.

Table 12: Results Experiment 4 (Clicks)

	Link clicks	CTR (link)	%-point difference	% increase	Clicks (all)	CTR (all)	Button clicks
Control post (button)	747	4.92%	3.86	364.15%	1,079	7.10%	161
Test post (in-text)	4	1.06%			23	6.10%	N/A (no button)

However, due to the human errors, it is suggested that the people viewing this ad were not aware when clicking the link that they would go to a newsletter sign up page as it was not apparent in the headline and text accompanying the video in the control post. Although this might have confused many of the link-clickers, many did choose to sign up for the newsletter (150 conversions)(see Table 14 below).

Table 13: Results Experiment 4 (General Data)

	Amount spent (DKK)	Reach	Link clicks	Relevance score	Conversions	Conversion rate per person
Control post (button)	582.58	12,267	747	7	150	1.22%
Test post	17.41	351	4	N/A[10]	6	1.71%

Moreover, despite several errors, the control post performed very well, ranking highest in most parameters, and second highest and third highest of all posts in terms of click-through rate and conversions respectively. This can both be explained by the fact that the audience for this experiment was set to people that had already shown interest in Jabra who were thus more inclined to do so, and the fact that signing up for the said newsletter is free whereas a conversion in the other experiments would have been to buy the product.

Sub Conclusion

In summary, both experiment 3 and 4 confirmed that a clear call to action will give the highest amount of clicks, making it evident that lowering friction costs and *making it easy* is indeed an effective measure for affecting behaviour. Moreover, Experiment 3 seemed to indicate that Jabra's default choice of 'Learn more' was more effective than 'Shop now'. An explanation for this can most

[10] Since the test post in experiment 4 only reached 351, Facebook did not determine a relevance score.

likely be found in the technical interest of the target group as well as the categorization of Jabra's products as high involvement purchases, which for most consumers mean that getting to the actual moment of purchase requires much information gathering before they are ready to click 'Shop now'.

10.4.3 Simplified and/or Personalized Message

The objective of Experiments 1, 5 and 9 was to test whether more simplified language and/or personalized messages would improve the performance of the posts. The experiments in this category will be investigating hypotheses 1 and 3:

> ***H2*** *Simplifying the language of very technical content will improve performance.*
>
> ***H3*** *Content that seems more personal rather than generic will perform better than a post with a higher degree of formality and/or distance.*

Out of the three experiments in this category, Experiment 1 focused on personalizing the message, Experiment 5 made the message both more simple and personalized, and Experiment 9 tested a very simplified message.

Experiment 1

To provide context, the visual stimulus used in this experiment is briefly introduced. The visual stimulus of this post was the video 'Jabra Evolve 75e – Leave the engineering to us'[11]. In this video, we see a man in an office going through a range of struggles that most office workers know all too well. This includes too much noise in the office, the struggle of cords and issues with sound at a conference call. Like a true "Do-it-yourself'er" he tries to come up with solutions to these problems on his own, however, coming up short every time. The video finishes with a display of the Jabra Evolve 75e, presenting it as the solution to all of his struggles and with the statement "leave the engineering to us [red: Jabra]" (Jabra, 2017).

Altogether, the video can be categorized as a fun video that puts a twist on the everyday hassles that people experience with headsets. The video in itself can be considered a perfect fit for Facebook where engaging videos are generally among some of the best performing content (Conley, 2018; Lua, 2017). However, the proposed textual component of the post was very product-oriented/sender-oriented and arguably constructed as a plain product text that did not really include or play into the context of the video (see control post in Illustration 8). Thus, the changes

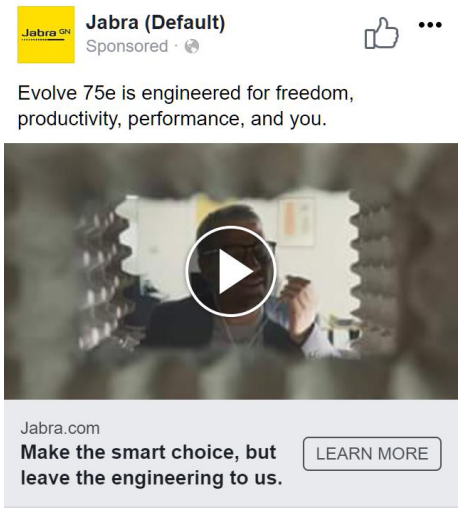
[11] See the full video here: https://www.youtube.com/watch?v=bEZgGuLLD1A

made on the test post were aimed at making the textual message more receiver-oriented and personalized, specifically drawing on the EAST principle *Attractive*.

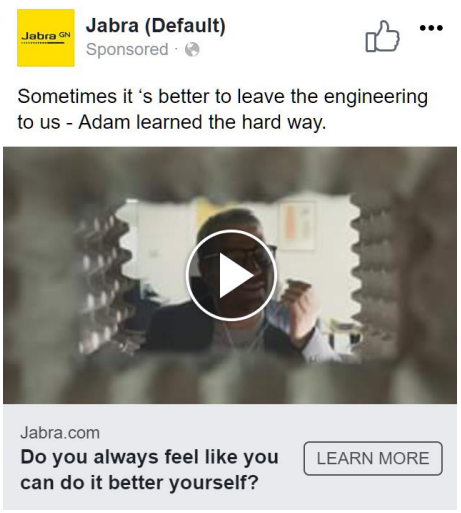
To make the post more engaging and involving for the target audience, the headline was changed into a question directly aimed at the receiver. Moreover, the character in the video was given a commonly known name in an effort to make the post feel more personal. Together, these two aspects were also thought to make it easier for the receivers to put themselves in the shoes of the man in the video. Regarding language use, the use of personal pronouns was increased, while there was no mention of the product except for the link at the end of the post and its appearance at the end of the video. These changes were all related to Hypothesis 3 and were therefore testing this hypothesis.

Illustration 8: Presentation of Experiment 1

Control post



Test post



Results

Within the week, the control post and the test post reached 3,095 and 3,162 people respectively, which resulted in 214 clicks to the link attached to the posts. The results for the two posts were very close, resulting in a small win for the control post (see Table 15 on the next page). It ended up with 114 clicks to the webpage and a cost per link click at DKK 2.64, as opposed to the test post's 100 clicks and a cost per link click of DKK 2.99 (see Appendix 11). The biggest difference can be seen in the 0.30 %-point difference in CTR resulting in a relatively big increase of 10.38%. Thus, the results of the experiment can be deemed inconclusive, as the difference in the results for the two posts is not above the 20% limit to verify whether the different outcomes were a result of the

content in the posts or a matter of coincidence. Accordingly, it shows a small preference for rejection of Hypothesis 3 but would require more testing.

Table 14: Results Experiment 1

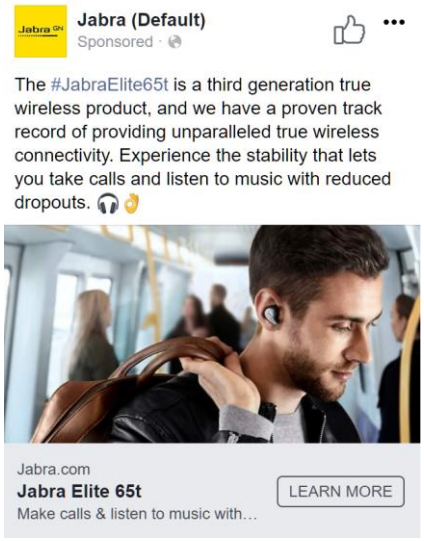
	Amount spent (DKK)	Reach	Link clicks	CTR (link)	%-point difference	% increase	Relevance score
Control post	300.87	3,095	114	3.19%	0.30	10.38%	5
Test post	299.13	3,162	100	2.89%			5

Experiment 5

In Experiment 5, both Hypothesis 2 and 3 were tested. The principles of the hypotheses were implemented by making the test post more receiver-oriented and simple. This was done by changing the language and using more context relevant emojis than proposed in the control post. The benefits and potential pitfalls of the use of emojis will be elaborated in the next category. The control post obtained from Jabra contained a text, which was product-focused and self-glorifying, praising the company and its track record. The receiver is only considered at the end of the post. Considering the EAST principle, *Attractive*, and other studies indicating the positive impact textual changes can have (Lua, 2017; Pinantoan, 2015; Rayson, 2016, 2017), changes were made to personalize the message by including the context of the photo and the context that the product will most likely be used in. In the test post, it was attempted to use questions, which are said to be effective in a social media context (Siu, 2018; Smarty, 2018). Moreover, an effort was made to connect the text to the context of the photo and to make the post more including for the receiver by bringing up how the product could be beneficial in a commuting situation. Likewise, personal pronouns were included, and the text concluded with a question to the receiver as well.

Illustration 9: Presentation of Experiment 5

Control post



Test post

Results

In this experiment, Facebook declared the test post the winner, which resulted in this post receiving most of the budget and reaching 4,204 people. Initially, it would seem that the efforts made to personalize the test post had the intended effect, however not to the extent expected. When looking at many of the other parameters shown in Table 16 below, the two posts were very even. Accordingly, the CTR for the test post was 1.99% and the CTR for the control post 1.87%. Thus, it would seem that people were to a large extent equally motivated to click on the posts. To this point follows the interesting fact that Facebook gave both posts a relevance score of 4, which is the lowest score that was given for any of the experiments.

Table 15: Results Experiment 5

	Amount spent (DKK)	Reach	Link clicks	CTR (link)	%-point difference	% increase	Relevance score
Control post	161.35	1,642	32	1.87%	0.12	6.03%	4
Test post	438.58	4,204	88	1.99%			4

Consequently, this leads back to the concern about how the lifestyle photos might contribute positively to making the product more relatable and attractive for one target group while doing the exact opposite for others. Judging from the relevance score of 4, it could be argued that the chosen target group for the experiment cannot relate or is not interested in the lifestyle portrayed in the photo. The lack of relevance is moreover supported by the fact that the cost per click for both posts

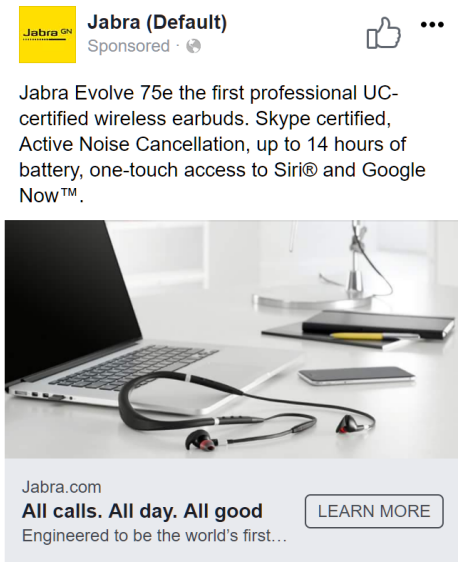
was very high at around DKK 5.50 (see Appendix 11). With a difference of 6.03% between the click-through rates, this experiment can also be deemed inconclusive and can neither confirm nor reject the hypothesis but shows support for both Hypothesis 2 and 3.

Experiment 9

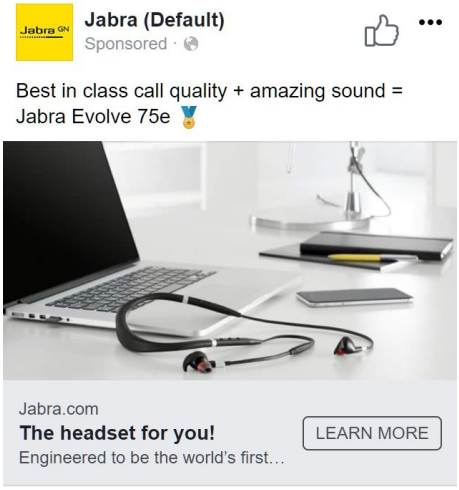
For Experiment 9 (Illustration 10), it was hypothesized that a very simple post would perform better than a more complex one. Thus, the control post was relatively information dense and five lines long whereas the test post was only two lines long with a simple message. Specifically, the test post was optimized in terms of making it both more *Attractive* and *Easy*, by making the message very simple and easy to decode for the receivers.

Illustration 10: Presentation of Experiment 9

Control post



Test post



Moreover, the experiment was set up after having reviewed the results for Experiments 1 through 5, which indicated that the text on the posts was not quite as important as the authors initially thought it was. A new assumption emerged in line with the EAST principle, *Attractive*, assuming that the visual stimulus (in this case a contextual photo of the product) takes up most of the attention of the viewer leaving little attention to the text of the post. Accordingly, it was assumed that a short and concise message would perform better. The *Easy* principle also came into play, as the text was made as simple and short as possible. Studies have shown that consumers prefer short texts as they consume this media for entertainment (Pinantoan, 2015; Rayson, 2017). This experiment puts this to the test.

Results

As expected, the test post performed the best in this experiment. Facebook gave it the biggest budget, and it thus reached 5,998 people and had 139 link clicks with a CTR of 2.25% (as seen in Table 17). The control post, on the other hand, reached 1,953 people and had 38 link clicks resulting in a CTR of 1.86%. The percentage increase in CTR between the control post and the test post is high but still not high enough to be considered conclusive. With a 17.33% difference, it is highly likely that the differences are due to the changes made by the authors, but further testing would be needed to verify this.

Table 16: Results Experiment 9

	Amount spent (DKK)	Reach	Link clicks	CTR (link)	%-point difference	% increase	Relevance score
Control post	146.35	1,953	38	1.86%	0.39	17.33%	5
Test post	453.65	5,998	139	2.25%			5

Sub Conclusion

Based on the three experiments in this category it is hard to evaluate the two hypotheses. Accordingly, the results of all the experiments in this category were inconclusive. With a small win to the control post in Experiment 1, it favoured rejection of Hypothesis 3, *Content that seems more personal rather than generic will perform better than a post with a higher degree of formality and/or distance*. Meanwhile, experiment 5 indicated a preference for the personalized and simplified message, supporting both Hypothesis 2 and 3, although with very high costs per click for both posts, which featured a lifestyle photo. Finally, experiment 9 showed a more clear preference for the very simple message to some extent in support of Hypothesis 2, *Simplifying the language of very technical content will improve performance*. Accordingly, it can be argued that personalising the content did not have a profound effect. However, making the message of the post short and clear seemed to improve performance. Moreover, it looks as if personalization of the message for this target group does not have the intended effect as will also be highlighted by Experiment 10 introduced in the last section of the analysis.

10.4.4 Visual Appeal

Experiment 7 and 8 set out to examine whether the use of emojis and other visually stimulating aspects in the text will improve the performance of posts compared to posts that are devoid of visual stimulus other than the photo or video. Accordingly, these experiments will be investigating Hypothesis 4:

> ***H4*** *The use of emoji's and other visually appealing changes will increase attractiveness and thus improve the performance.*

These experiments were set up to test the EAST principle *Attractive*. It was chosen to focus on the visual possibilities in the text as opposed to testing, e.g. a video against a photo. This was decided because the authors found that there were already much data from Facebook, the company and other literature that indicated what type of content that performs the best in certain situations (Interview Gaardbo [00:10:58.04]; Appendix 5; Conley, 2018; Hutchinson, 2016; Lua, 2017; Rayson, 2016, 2017). Overall, video is the best performing content in most contexts. However, the authors did not find much research looking into the effect of applying e.g. emojis or other visually appealing changes in the text of the post.

Considerations for Emoji Use

As hinted at, the use of emojis can be a minefield. Firstly, when using emojis one has to make sure that the chosen emojis are represented in the same way across the devices that the consumers might view them on (Hern, 2015). Will the the emoji look the same or at least represent the same symbolism if a consumer views it on a desktop computer, an Apple iPad or an Android phone? Most of the time, the emojis will be very similar, but since the emojis essentially are symbols, there are instances where the semiotic understanding of the emoji will be different based on how the company has decided to portray it (Brier, 2006). For that reason, the emojis applied in these experiments were meticulously chosen using a webpage that demonstrates what the emojis will look like across platforms, devices and browsers (Emojipedia, 2018).

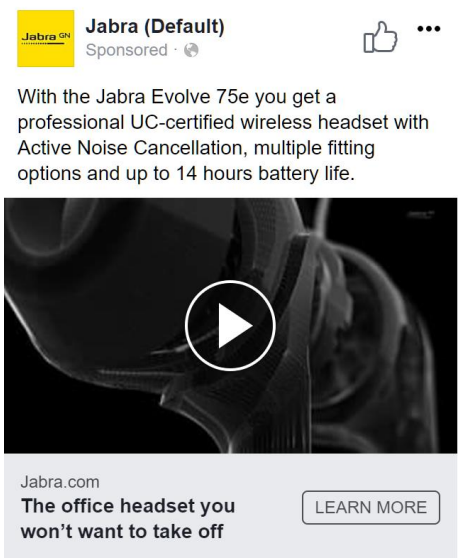
Secondly, even if the emoji is represented in the same way across all systems, it might have a different meaning across cultures. The different hand gestures available as emojis can have different meanings in some countries and some cultures. The same goes for certain animals, colours, foods etc. Culture is probably the biggest influence in this area, but there can also be differences across generations (Hern, 2015). For these experiments, the emojis chosen were deemed universal in their representation and thus safe choices.

Experiment 7

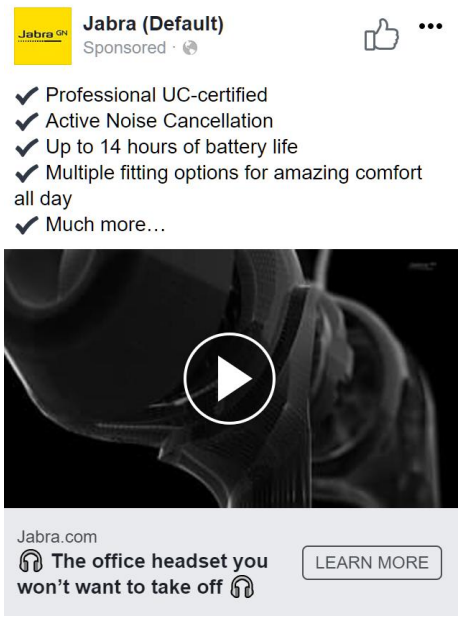
In this experiment, a plain control post with only text was tested against a post with emojis in the headline and emojis used to create an overview (checkmarks), thus making it *Easy*, as shown below:

Illustration 11: Presentation of Experiment 7

Control post



Test post



It was chosen to have the same information and the same headline in both posts to minimize the number of variables changed. Likewise, it was chosen to use emojis that were rather simple and less expressive because this post promoted a business headset, as opposed to the next experiment, which featured a consumer product.

Results

In this experiment, it is difficult to declare a winner as both posts received almost the same amount of sponsoring, reached almost the same number of people and had very similar CTR's (see Table 18). Thus, the difference between them (4.4% difference in CTR) is too small to attribute to the interventions. However, the control post reached 5,162 and had a CTR of 3.32% where the test post "only" reached 4,443 and had a CTR of 3.18%, making the control post the best performing post of the two. Nevertheless, it should be noted that both posts performed very well in terms of Jabra's success criteria for CTR on these types of posts (see page 55-56). Moreover, Facebook's relevance score is interesting to notice in this experiment, where the control post received a score of 5, while the test post received a score of 6. Accordingly, this indicates that Facebook based on its

algorithms find the test post, which used emojis and listing, more relevant for the target group, possibly indicating that this is the preference of the algorithms.

Table 17: Results Experiment 7

	Amount spent (DKK)	Reach	Link clicks	CTR (link)	%-point difference	% increase	Relevance score
Control post	320.14	5,162	180	3.32%	0.14	4.40%	5
Test post	279.86	4,443	150	3.18%			6

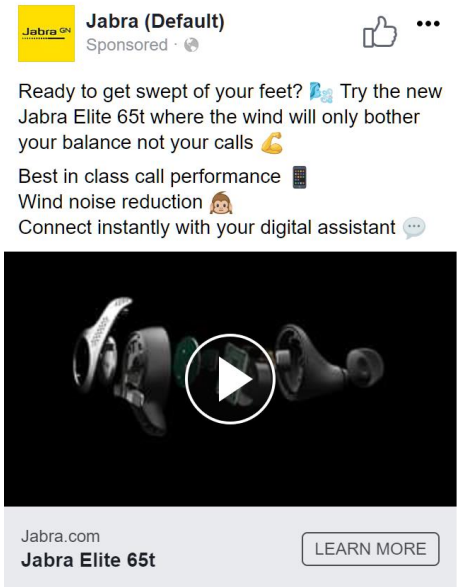
Experiment 8

As mentioned, in this experiment emojis were also used but the chosen emojis were more expressive, which was deemed more appropriate for a consumer product. Furthermore, the emojis chosen were believed to fit the context of the text and line breaks were added to create a sense of listing, as in the previous post. The control post was kept short and simple with no use of emojis as can be seen below:

Illustration 12: Presentation of Experiment 8

Control post

Test post



Results

As was the case for Experiment 7, the results for the posts in this experiment were very equal. In fact, Facebook only made a DKK 3 difference in the budgeting (see Table 19). Likewise, the posts were both given a relevance score of 5. However, in terms of CTR, the control post outperformed the test post at a CTR of 3.15% opposed to a CTR of 2.26% for the test post. The test post did reach

a few more people at 5,418, however, it did also receive the most sponsoring, and the control post was not far from it with a reach of 4,901. Although, the differences at first glance do not look big the increase in CTR from the test post to the control post constitute above 20%. Consequently, the differences are deemed significant enough to be stemming from the interventions applied. Accordingly, it was once more indicated that the consumers preferred a simple and *Easy* post to that of a longer post that had more going on in terms of both text and emoji use.

Table 18: Results Experiment 8

	Amount spent (DKK)	Reach	Link clicks	CTR (link)	%-point difference	% increase	Relevance score
Control post	298.52	4,901	160	3.15%	0.53	20.23%	5
Test post	301.48	5,418	148	2.62%			5

Sub Conclusion

Experiment 7 and 8 indicated that using emojis and other visually appealing changes did not increase the attractiveness of the posts or make them perform better. Accordingly, the posts that did the best in the experiments were those that did not incorporate emojis at all.

10.4.5 Social Proof

The two experiments testing the effects of using social proof both took their point of departure in the EAST principle, *Social*. The assumption was that appealing to the social side of people should lead to a better performance for a post because all humans by nature want to be part of a group, especially one that is doing well or have benefits that outsiders do not have (Service et al., 2014). Thus, these experiments set out to validate or disprove hypothesis number 5:

> ***H5*** *Demonstrating social proof will improve performance.*

Experiment 2

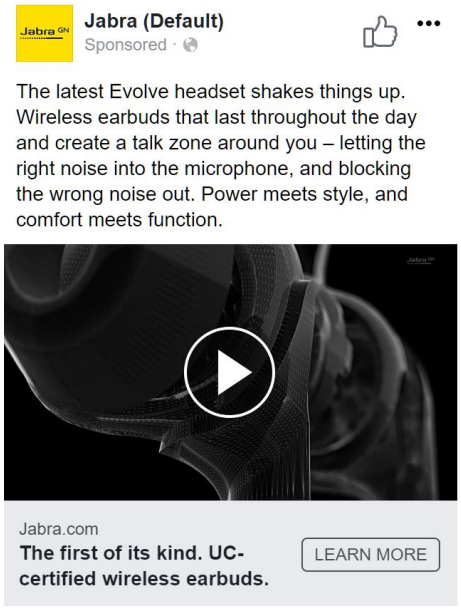
In this experiment, the test post made use of social proof whereas the control post did not. Both posts advertise the new Jabra Evolve 75e and were targeted towards professionals who are most likely buying the product for company use. Thus, both posts contained technical specifications that are assumed to be sought after by professional B2B purchasers (see Illustration 13).

For the post containing social proof, it was attempted to utilize ethos by drawing on the expert knowledge of IT decision makers. Together with the relatively high percentage of 60%, it was considered a strong social proof, at least for the right target group. Likewise, it was attempted to

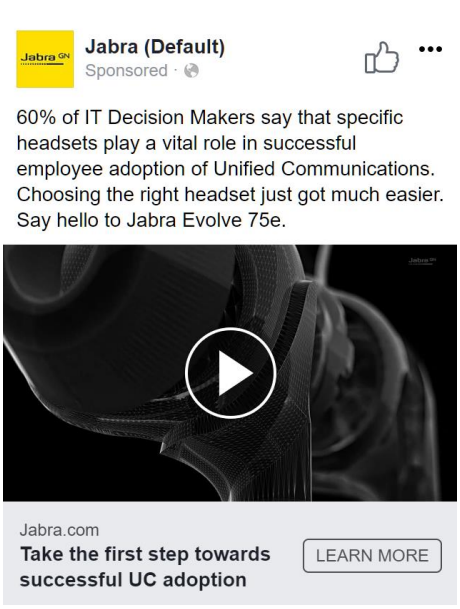
make the post more receiver-oriented, focusing on how the headset could benefit the user rather than stating facts about the features of the product. The control post was developed based on a combination of the material available and did not utilize any social proof. The formulation of the control post was deemed to be more product-focused than the control post while maintaining an informal tone of voice and still highlighting the benefits of the individual product features.

Illustration 13: Presentation of Experiment 2

Control post



Test post



Results

The test post, which did not contain social proof, came out as the clear winner having reached as many as 9,367 people and gained 509 clicks to the attached webpage. This resulted in a click-through rate of 5.31%. According to Jabra's criteria for success, this can be considered a viral post and thus a job very well done (Interview Gaardbo [00:38:00.08]). The control post where the social proof had been applied did not do quite as well but still obtained a click-through rate of 3.62%, which is also considered a good performance by Jabra.

Table 19: Results Experiment 2

	Amount spent (DKK)	Reach	Link clicks	CTR (link)	%-point difference	% increase	Relevance score
Control post	570.33	9,668	566	5.14%	1.79	53.43%	6
Test post	29.67	497	18	3.35%			6

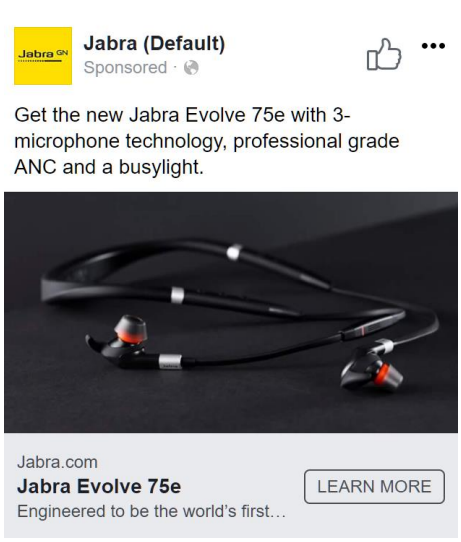
Accordingly, both posts in the experiment can be termed successful in regards to the success criteria set by Jabra. However, in this experiment, social proof did not prove to be the most effective tool for generating the desired behaviour. Rather, the other post appealed more to the target group with its product focus. With a CTR difference surmounting to 53.43%, the differences between the posts can be deemed significant. Accordingly, Experiment 2 rejects the hypothesis. In accordance with this, it can be argued that the control post played more into the *Attractive* principle than the *Social* one aimed at. Among others, the headline might have managed to create a sense of scarcity and novelty with the phrase 'The first of its kind'. Meanwhile, it can be postulated that the target group finds a large emphasis on the product and features in question more *Attractive* than, e.g. 'Easier employee adoption of Unified Communication Systems'.

Experiment 6

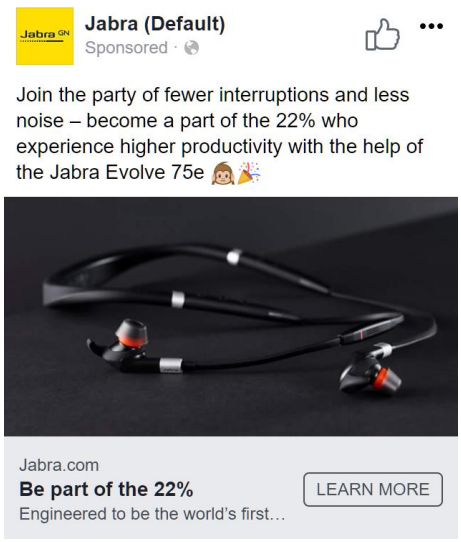
Taking the point of departure in a post provided by Jabra, this experiment also tested the effect of social proof up against a post with no social proof. In this case, the control post was chosen to be very simple, and no improvements were implemented by the authors. The original post from Jabra used for the test post focused on negative social proof, "78% of office workers say noise and interruptions negatively impact their productivity" (see original Jabra post in appendix 17). This was repurposed and rephrased to focus on what the consumers would gain and to create a sense of exclusiveness: "...become a part of the 22% who experience higher productivity with the help of the Jabra Evolve 75e", as seen below:

Illustration 14: Presentation of Experiment 6

Control post



Test post



Results

The experiment resulted in a win to the control post in terms of budgeting and reach (See Table 21). Accordingly, the control post received DKK 451.52 of the budget and reached 7,202 people, while the test post only received DKK 148.48 and reached 2,411 people. However, in terms of CTR, the test post scored a little bit higher than the control post with a CTR of 4.38% opposed to 4.31%. Overall, very good results for both posts, which also both received a relevance score of 7. This, in turn, also confirms Mr Gaardbo's statement about clean product photos, like the one attached to these posts, being the preferred type of photos among the target group (Interview Gaardbo [00:23:16.22]). Nevertheless, the experiment does not add to the verification or rejection of Hypothesis 5 as the difference of 1.62% between the posts is statistically insignificant.

Table 20: Results Experiment 6

	Amount spent (DKK)	Reach	Link clicks	CTR (link)	%-point difference	% increase	Relevance score
Control post	451.52	7,202	334	4.31%	0.07	1.62%	7
Test post	148.48	2,411	123	4.38%			7

Sub Conclusion

In summary, experiment 2 and 6 did not show that utilizing social proof improves the performance of posts. Rather, they illustrated that a strong focus on the product and product features were preferred, while a simple post once again proved to be effective. However, the question remains if a more product-related social proof might have resulted in different results.

10.4.6 Lifestyle vs Technological Focus

The 10th and final experiment falls outside the above categories. As mentioned, the results from the other experiments indicated that the chosen target group preferred technical content to lifestyle content. Experiment 10 was set in motion to verify or reject this assumption. It thus sets out to investigate whether the chosen target group preferred content with a lifestyle focus or a technological focus. Accordingly, the control post's text focused on the technological features of the product whereas the test post's text focused on a lifestyle fitting with the context shown in the photo (see Illustration 15 on the next page).

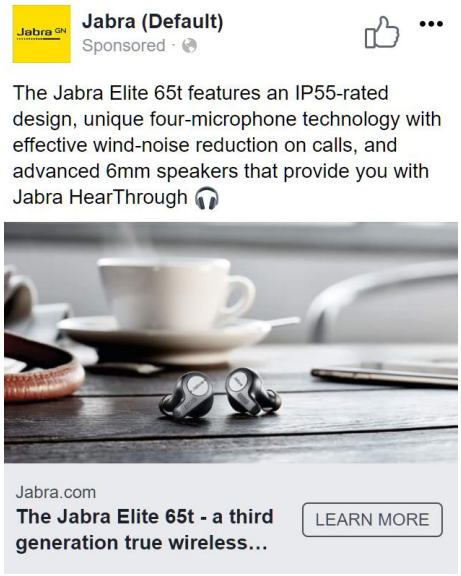
The experiment pertains to Hypothesis 3, as it would be argued from the literature that the post with a lifestyle focus should perform better due to the personalisation:

H3 Content that seems more personal rather than generic will perform better than a post with a higher degree of formality and/or distance.

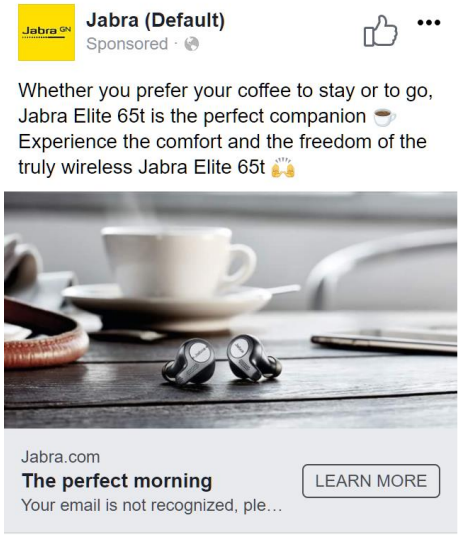
It should, however, be noted that based on the feedback from Experiments 2 and 6, the authors were expecting a win for the post with a technological focus and thus a rejection of Hypothesis 3.

Illustration 15: Presentation of Experiment 10

Control post



Test post



Results

At first glance, the control post performed the best out of the two posts. However, the result was not as overwhelming as expected. Accordingly, the control post had a CTR of 2.30%, and the test post a CTR of 2.27% making the difference almost non-existing and the lowest among all the experiments. Thus, the differences in CTR are insignificant and can neither support nor disprove the hypothesis. A bigger difference could be found in reach, where the control post went out to 4,907 people and the test post to 1,958 people. However, the test post also received most of the budget at DKK 434.83. Moreover, the results showed the test post was, in fact, a little bit cheaper per click than the control post as can be seen in Appendix 11.

Table 21: Results Experiment 10

	Amount spent (DKK)	Reach	Link clicks	CTR (link)	%-point difference	% increase	Relevance score
Control post	434.83	4,907	117	2.30%	0.03	1.32%	5
Test post	165.17	1,958	46	2.27%			5

An interesting point to notice is that the control post had the highest number of conversions (156) and conversion rate (3.18%) out of all the posts in the experiments. In line with the new assumptions, the technical focus of the post seems to fit the target group very well and must have been particularly conducive towards a sale.

Sub Conclusion

Following the result of experiment 10, it can still not be concluded with any certainty that technical content is more desired by the target group than the lifestyle content. However, the technical post did perform a little bit better than the lifestyle post especially in terms of conversions, thus supporting the pattern that has been emerging throughout the analysis.

10.5 Summary of the Analysis

In summary, the analysis of all ten experiments has indicated that some experiments were more successful than others were. Specifically, the control post with a call-to-action button in Experiment 4 performed very well obtaining both a high reach and click-through rate. Likewise, the results of Experiment 8 showed a significant preference for the simple post rather than the visually appealing post. Thus, the results of both Experiment 4 and 8 indicate the positive effects of the *Easy* principle and support Hypothesis 1. The *Social* principle and the hypothesis relating to it were not supported by Experiment 2, which clearly showed a preference for the post not using social proof. For the rest of the experiments, the results were not as clear, in many cases resulting in ambiguous results. Accordingly, the effects of *Attractive* are hard to estimate on the basis of the experiments. Likewise, the size of the pool of posts investigating the *Timely* principle in the retrospective analysis makes it hard to draw any conclusions about its effects. However, several patterns were to smaller or larger extent indicated. Thus, the following section will further discuss the results of the experiments according to the six posted hypothesis. Furthermore, considerations will be made about what might otherwise have affected the results as well as what could have improved the results.

11. Discussion

In the following, the hypotheses will be assessed and put in relation to the EAST principles. Further, lessons from the experiments will be presented and combined with the consumer decision journey. Concluding, the application value of the EAST framework is evaluated in relation to social media.

11.1 The Six Hypotheses

Here, it is discussed whether the six proposed hypotheses can be confirmed or rejected. The hypotheses are considered according to each of the four principles from the EAST framework, starting with the hypotheses pertaining to *Easy* and concluding with *Timely*. Moreover, what could have been done differently and possibly have resulted in a different outcome is discussed.

11.1.1 Easy

Two hypotheses were posted in accordance with the *Easy* principle, namely:

> H_1 *Making the call to action clear will increase the number of link clicks on the attached link.*
>
> H_2 *Simplifying the language of technical content will improve performance.*

H1, *Making the call to action clear will increase the number of link clicks on the attached link* was confirmed in the experiments, which also seems to be the experience for Jabra in general since the majority of the 100 posts were link posts. It is argued that the CTR for link clicks were most likely higher on the posts in the experiments due to fewer friction costs. Any click on the post would lead the consumer to the attached webpage, whereas the in text call to actions required them to find the specific link and click that. A click on the photo would only lead to a display of the attached photo. Thus, the posts with the clear call to action required much less effort, resulting in a higher tendency to click on the post.

H2, *Simplifying the language of technical content will improve performance,* was tested in Experiment 5, 9 and to some extend Experiment 10, which all to a high degree rejected the hypothesis. Accordingly, all the experiments indicated that it did not make a difference to the consumers whether the language had been simplified or not. In fact, a preference for rather technical language use and more product specifications was identified among the target group. This was also supported in Experiment 6 and 10 where the more technically focused posts performed better than the posts seeking to be more receiver-oriented and, in the case of Experiment 10, emphasize a lifestyle approach.

However, the point of departure for the experiments should be considered before making any conclusions about how to use the technical language. As such, all the 'technical' posts that were tested were originally produced by Jabra's marketing department and had thus probably already been simplified to a certain degree. For the future, it could thus be interesting to see how it would affect the results if the technical language were emphasized even more and taken to another level.

Moreover, the experiments did indicate that a simple format and message was preferred. Consequently, the shorter posts with a simple and straight-forward message tended to perform better than their longer and more 'complex' counterparts. As argued earlier, the reason for this should probably be found in the number of friction costs that the consumer experiences when reading the posts. Accordingly, the friction costs will be lower in the short and simple posts because it is easier and faster to decode than the posts with longer text and more complex messages.

11.1.2 Attractive

The *Attractive* principle was tested with the point of departure in the two hypotheses:

> ***H3*** *Content that seems more personal rather than generic will perform better than content with a higher degree of formality and/or distance.*
>
> ***H4*** *The use of emoji's and other visually appealing changes will increase attractiveness and thus improve the performance of a post.*

As it was demonstrated with Hypothesis 1, changing the language and tone of voice to be more personal did not demonstrate improved performance. Thus, H3 *Content that seems more personal rather than generic will perform better than content with a higher degree of formality and/or distance* appears to be rejected. Accordingly, all attempts to personalize the message, as it was done in Experiment 1 and 5, performed similarly to that of the control post or worse than it. As mentioned, it seemed like the target group instead preferred more impersonal and technical communication.

It can be discussed if the format of the posts in the experiments might have influenced the results. Accordingly, the experiments ran as sponsored content, or more specifically as ad campaigns. Thus, the question remains whether the presumed preference for impersonal and product-oriented communication has to do with the expectations that the consumers have for the chosen format. Arguably, the consumers expect more commercial/corporate language in advertisements and, thus, would be likely to respond poorly or not at all to content that is different to what they were

expecting. Similarly, this can be attributed to the power of defaults, which is a key factor in the *Easy* principle (Service et al., 2014). Since the content is unlike usual advertisement content, it requires more effort of the consumer to decode the message, which can make them skip the content before investigating it further. Furthermore, creating content that poses as "real" content rather than as an ad could raise questions regarding the credibility and transparency of the communication coming from companies using this technique (Barcelos et al., 2018). Accordingly, before making these changes, companies are recommended to see if these changes can have a negative impact on their brand depending on the possible reaction to it by the consumers.

H4 *The use of emoji's and other visually appealing changes will increase attractiveness and thus improve the performance of a post* was tested in Experiment 7 and 8. In both cases, the results for the control posts and the test posts were very close, however, with the superior performance of the control posts that did not use emojis. Based on these results, the hypothesis can be rejected.

Nevertheless, the close race between the control posts and the test posts in both experiments indicates that the posts have been neck to neck throughout the test period. Thus, it is argued that the emojis and visual changes to the text do bring some value to the consumers. Accordingly, the test post in Experiment 7 received a higher relevance score than the control post, thus, indicating that this post was delivering the best results at the beginning of the test period. Likewise, the test post in Experiment 8 managed to be in close competition with a very simple control post, which was otherwise indicated to be the superior post type in Experiment 9.

11.1.3 Social

The *Social* principle was tested in accordance with H5 *Demonstrating social proof will improve performance.* This was tested in Experiments 2 and 6, which both contained evidence of social proof in the test posts. In none of the experiments social proof convincingly proved to be the most effective, thus, resulting in an initial rejection of the hypothesis. However, the answer to the hypothesis is not completely clear as both test posts demonstrated a high CTR and one test post demonstrated a higher performance than the control post in terms of CTR whereas the other test post underperformed on all parameters compared to the control post.

Accordingly, it is argued that further testing of the hypothesis is necessary in order to draw any conclusions on the effects of social proof. Firstly, this could be done in further A/B tests where the difference between the control post and the test posts is even more reliant on the social proof and not any other aspects of the text or content. Secondly, it is argued that the social proof might not

have worked as intended due to the fact that the social proof was in the text of the post, which is a small part of the post and is often overlooked as suggested above. Therefore, it might be relevant to check if a post where the social proof was in the imagery or video of the post might perform better. This could be as plain text on a product photo (Pinantoan, 2015).

Finally, another strategy could be applied that put the interactions between the consumers and Jabra to use. This could be done by gathering up a lot of positive user reviews to showcase what customers are saying about the products, or the answer to a commonly asked product question could be shared (Pinantoan, 2015). The angle could both be informative or funny depending on the context. It is argued to help create interaction but would be a very different strategy for Jabra.

11.1.4 Timely

The *Timely* principle was, unlike the other principles, only investigated in the retrospective analysis of 100 of Jabra's Facebook posts. In this analysis, 11 posts were identified as event posts with no apparent pattern from their results. However, some aspects indicated that H6 *Content that is created for a specific event or holiday will perform better than content with no ties to an event* to some extent can be confirmed. Accordingly, posts regarding the globally recognized holidays and events such as April Fools' Day, Christmas and Chinese New Year all performed well compared to other posts within their respective Facebook categories such as photo and link posts. Thus, April Fools' Day ranked best of all the 100 posts in terms of reach while the event posts categorized as photos also did best in terms of reach and well in terms of engagement rate in their category.

However, the results were ambiguous, among others due to the small pool of posts. Accordingly, it was not possible to compare the poll made for Christmas with any other posts, as there were no other posts of the same type among the 100 posts. Likewise, the number of giveaways made it hard to identify any patterns. Therefore, more patterns in the performance of event posts would most likely appear if posts going back further in time were added, or if one continued to monitor the future content of Jabra on Facebook. This would also increase the accuracy and therein the confidence level of the results.

Furthermore, it can be discussed whether emphasizing a relation to an event or holiday might have a more significant effect when made on a local scale. Accordingly, it might make for more *Attractive* content when the event "celebrated" is local or at least celebrated in the local language, making it feel more personal and targeted to the consumers. Likewise, the efficacy of the *Timely* principle could also be investigated by looking into the performance of posts published at a relevant time for

the consumer (e.g. posted at a time of day where the consumer would be more likely to click/buy). Thus, it is concluded that further and larger scale research is necessary to determine the exact effects of event/holiday related posts on both a global and a local scale. Consequently, based on the data gathered in this thesis, it cannot be verified whether the *Timely* principle has a positive effect when applied to a social media context.

11.2 Lessons from the 10 Experiments

Even though the results of several of the ten experiments published to Facebook were inconclusive, valuable lessons about the experimental design, Facebook as a marketing tool, and the behavioural principles applied were learned. In the following, we discuss some of the critical lessons learned and the pitfalls discovered from the work with the experiments before we move on to discuss the proposed value of applying the EAST framework to social media content.

11.2.1 Context & Target Group

A key factor in the process of applying the EAST framework and running the experiments was to understand the context and the target group. For this part, the primary focus was placed on understanding Facebook, the way the platform works, and how consumers use and interact with companies on it. Besides contributing to an increased understanding of the platform and its dynamics, this also contributed to our understanding of how to adapt the EAST Framework to the context of social media. Furthermore, consideration was given to the consumer decision journey to establish an idea about the possible mindset of the consumers at certain stages of their buying process, a point, which will be elaborated further in a coming section.

However, it can be argued that an essential aspect of the context was neglected, namely a greater understanding of the target group in question. As such, many of the experiments were set up with a more general target group in mind and with its point of departure in many of the subjective opinions and interpretations of the authors. Since the actual target group of the published experiments was narrower, the more general approach to the implementation of the EAST principles might have influenced the quality of the interventions made to the test posts as well as the results.

In retrospect, the significance of understanding the interest field of Jabra's target group; men from the US in the age group 30-65 years with an interest in and/or knowledge about technology (Interview Gaardbo [00:21:00.05]), was underestimated. To have gained a better understanding of the chosen target group, qualitative (in the form of focus groups or individual interviews) or

quantitative (e.g. a survey) analysis of the target group could have been performed beforehand. The results of this investigation into the target group might have provided the authors with valuable insights, which could have resulted in different hypotheses and therein a different execution of them in the experiments. Accordingly, insights from such an investigation could have been implemented more in the formulation of the test posts and possibly have resulted in a more positive response from the target group. This notion was supported by the results from Experiments 2, 6 and 10 that all indicated that the target audience for the posts preferred that the focus was on the technical specifications and features of the products, rather than the softer qualities and the more lifestyle-related attributions. A similar pattern can be established in the success rate of the review posts among the 100 posts analyzed.

As such, the efforts of the authors to create more personalized messages in order to make the posts more relatable and attractive might have stemmed from a misconception of the target group. Consequently, it can be argued that the authors did not manage to set aside their own biases and preferences, resulting in interventions largely aimed at a target group more similar to the authors rather than the one set by Jabra and targeted in the experiments.

Similarly, the analysis of the 100 Jabra posts, Experiment 5 and a conversation with Mr Gaardbo unearthed some concerns regarding the efficiency of the so-called lifestyle content. Specifically, the retrospective analysis showed that the lifestyle posts generally did not perform as well as the product photos (Appendix 12). Experiment 5, which featured a lifestyle photo in both the control and test post, confirmed this by accruing one of the lowest reaches of the experiments and the highest cost per click of about DKK 5.50.

Accordingly, it is suggested that using a specific type of person in a specific context is more alienating for the target group than it is including. The point being that where personifying the posts to make the brand/product more relatable works for one group of consumers, it might have the exact opposite effect on others. Thus, the brand risks creating unwanted associations with the brand/product. For example, after Experiment 5, which featured a lifestyle photo (see photo on page 84), had run, it was revealed that the photo in question had received especially harsh critique internally from Jabra marketers in the US and a focus group (Appendix 4 – Question 2). Here, the main issue presented was that the photo appealed to too much of a niche because the man in the photo looked Scandinavian and had a too feminine style. Specifically, the marketers took offence in the "man bag" portrayed in the photo. Hence, it is argued that the man in the photo does not appropriately capture the assumed type of North-American man who is typically found in Jabra's

target group. Due to the cultural background of the authors, and the non-existing issue on the local Danish market, the issue was not caught by the authors. However, it highlights the importance of always considering the cultural implications when creating and adapting content across markets and platforms.

Another crucial area where culture should be considered is as mentioned in the use of emojis. As argued in the analysis, companies must consider the varying appearances and meanings that might come with different emojis (Hern, 2015). However, it would be difficult and time-consuming to look up all emojis that a company wishes to use in its content. For that reason, the authors recommend marketers either to make a safe choice based on a gut feeling or to ask someone in the company who represents, e.g. a specific national culture or a different generation whether the specific emojis mean something different to that person than it does to the marketers.

11.2.2 Underestimating the Power of Visuals

In almost all of the ten experiments, the textual component of the posts received the most attention from the authors. As a result, most of the applied interventions were made in the text, whereas the remaining visual components were largely left untouched. However, flaws in Experiment 4 problematized how much the target group actually read of the posts. Specifically, a wrong product name had been put together with a moving picture (gif) of a product. However, the post still reached the highest amount of people of any of the test posts and received no less than 770 clicks. Accordingly, it can be discussed if the real appeal of the post had to do with the gif, which was the main visual content, making the text secondary or maybe even insignificant. To further explore this notion, Experiment 7 and 8 worked more on the visual side of the text while Experiment 9 tested a heavily texted post against a post consisting of one single and clear statement. As mentioned above, these all supported the pattern and showed a clear preference for a short text where emojis did not have a significant effect on the performance of the posts, thus, pointing to a certain degree of indifference to the text.

Consequently, it can be discussed whether many of the interventions that were made to optimize the test posts, in fact, were more aimed at what we have previously defined as system 2 (Kahneman, 2012), and pertained to the rational model of changing behaviour (Institute for Government, 2010). Arguably, emphasizing changes to the text on a platform such as Facebook where people only use split seconds to assess the content, might require more reflective cognition than what can be expected from most users. For example, the long text paragraphs used in some of the test posts, although simplified in language and approach, still required more effort and

deduction than for example the unconscious attention grab of something moving on the screen or a short and concise statement. A similar explanation can be found in relation to the success of using link posts with assigned call-to-action buttons rather than, e.g. photo posts with in-text links. Like the long texts, finding a link in the text requires a greater effort and has higher friction costs than the link posts where the user can click anywhere on the post to get to the webpage.

Accordingly, applying some of the interventions to the visual component such as the photos or video might have had a more significant effect, as it was argued in the section discussing the test of the *Social* principle. Likewise, surveys have shown the powerful effects of the visual components on users engagement on social media (Pinantoan, 2015).

11.2.3 The Research Design

In terms of the experiments, one must be critical of the method that was adopted. The experiments were set up as parallel campaigns in Facebook's ad manager and ran parallel to each other just as standard procedure for split testing. However, the experiments did not run according to clean conditions for split testing, possibly distorting the results. Using Facebook as the medium for the experiments meant that Facebook's algorithms played a vital role in deciding the way in which the posts were distributed in accordance with the given budget. According to Facebook, when two ads are pitted against each other in the way chosen in the design of the experiments, their ad system is designed to select the best ad and show that to the selected audience. Thus, an ad that performs well or begins to perform before others will be shown more often than an ad that does not perform well, and some ads may receive more impressions (views) than other ads in the same ad set (Facebook Business, 2017).

The above conditions resulted in an uneven split of the allocated budget for all of the experiments. Thus, the posts in the experiments were not distributed to an equal amount of people, which in one experiment resulted in an 11,650 people difference in people reached. Thus, the basis on which the click-through rates and average prices per click were calculated differed significantly, making it necessary to remain critical of the end results. Furthermore, since a "losing" post was determined early on by Facebook, it can be questioned whether the results would have been different had the losing post received as much sponsoring as its counterpart.

The value of running the experiments under these circumstances is as argued in the critique of the data and methods that the interventions have been tested in a real environment under realistic conditions. Due to the practical scope of the thesis, the results were thus deemed valuable in terms

of exploring this new approach and discussing the application value of the EAST framework on social media. Moreover, the conditions under which the experiments were tested allowed for the experiments to reach a high number of people and resembled the condition of the Facebook platform, and how it is used on a daily basis in many companies.

Finally, the desired outcome was in all cases decided to be to increase the click-through rate by optimizing the test posts according to the selected principles from the EAST Framework. Unfortunately, in most cases, the control post, which had not been optimized according to the EAST principles, ended up receiving the highest click-through rate. However, as it was noted in a previous section, many of the control posts were original posts produced by professionals at Jabra. Accordingly, many of the posts were not presumed to perform poorly; the test posts were just in theory supposed to do better. Nevertheless, in many cases, both the control posts and the test posts experienced a satisfactory and even very successful click-through rate. Thus, illustrating that the overall quality of the posts was good and of relevance to the target group.

11.3 The Consumer Decision Journey

In order to make the most meaningful social media posts and utilize the full potential of applying the EAST framework, this thesis argues that it must go hand in hand with an understanding of the consumer decision journey.

The consumer decision journey can be deemed a crucial aspect to consider as part of the fourth principle in the EAST Framework; *Timely*. Specifically, it aids in understanding when and where it is the right time to target the consumers with particular messages. Likewise, the additional EAST principles contain valuable considerations that may be emphasized differently at the different stages of the consumer decision journey.

Making your brand/content *Attractive* to the consumers will always be at the top of the list of priorities because it helps generate a motive to act among the consumers, and it makes them notice the brand. However, what should be emphasized in order to create attraction might vary according to the touchpoint in the consumer decision journey. During the initial consideration/the awareness phase, the visual appeal is alpha and omega (Conley, 2018). Likewise, information must be easily understood and kept simple and to the point, as argued earlier. In this way, you may capture the attention of a larger group of consumers and minimize the risk of losing their attention too quickly due to information overload. As you move further along the journey and possibly start targeting a narrower target group, the focus of the content should change as well. For example, Jabra reports

that videos for them work best at the beginning phases of the journey and get less attractive as the consumers get closer to a purchasing decision (Interview Gaardbo [00:10:58.04]). Accordingly, content targeted at consumers close to purchasing should be more focused on product details and features and provide easy access to purchasing opportunities in order to increase the likelihood of purchase (Interview Gaardbo [00:10:58.04]).

To make the content *Social*, different initiatives might be made. Accordingly, results from the review of 100 of Jabra's Facebook posts showed that reviews of the products or the brand made by magazines, celebrities or the likes are effective at all touchpoints of the consumer decision journey, illustrated by the high CTR and vast reach of these posts. However, other means of *making it social* should also be considered. Among others, social media influencers pose an excellent opportunity for brands today with their strong position as opinion leaders among their peers (Falcon IO, 2017). Moreover, they could prove useful at several touchpoints, e.g. if a mixture of macro influencers (e.g. celebrities) and micro influencers (e.g. peers/"normal" people who acknowledged as experts within a specific field) are considered. Moreover, such a strategy may contribute positively to the experience of the consumers in the post-purchase stage where some consumers, as mentioned, may be doing further research and looking to find other Jabra "fans" for community-building and recognition of their purchase.

Finally, the *Easy* principle should as argued be considered continuously at all points of contact. This means creating easily understood messages, which also relates to the *Attractive* principle. Moreover, it pertains to providing the consumers with both the ability to act as well as a trigger for them to do so (Jensen & Lieberoth, 2017, pp. 37–38). The importance of this was specifically illustrated in the experiments investigating the effects of a clear call-to-action, which indicated that having e.g. a call-to-action button on the post made people more inclined to click than posts with no button. Likewise, the trigger provided by the button, i.e. the call-to-action statement such as 'Learn more' or 'Shop now', also influenced the target group's tendency to click. Thus, *making it easy* is imperative to creating content that converts, whether it is into awareness at the beginning stages of the journey or sales at the moment of purchase.

In short, the best results come from applying the right interventions at the right time, something that becomes a lot easier when including the buyer decision journey in the equation.

11.4 The Application Value of the EAST Framework

To sum up, the discussion, the retrospective analysis of 100 of Jabra's Facebook posts and the test of the ten experiments still leave unanswered questions about the application potential of the EAST framework for social media.

Accordingly, the implementation of several of the principles failed to prove the benefits of the EAST framework when working with social media content. At least in the way, they were interpreted and implemented by the authors. Specifically, means of personalization and simplified language proved ineffective on the target group of the experiments, meanwhile social proof and the ties to events proved inconclusive.

However, other interventions and angles indicated the potential or even success of considering the EAST framework. As such, the *Easy* principle proved effective to consider when deciding on which type of post to make, illustrating a much higher CTR when a clear call to action was chosen. Notably, the concept of friction costs proved to be an important factor to consider in terms of both accessibility (call-to-action) and text (short and simple message).

Likewise, the success of the control post in Experiment 4 illustrated the significance of *Attractive* visual stimuli, proving that eye-catching content can get your post far, despite flaws in the remaining content.

Furthermore, the analysis of the 100 Facebook posts clearly illustrated the strength of combining several of the principles with especially the combination of *Attractive* and *Timely* showing good results. Likewise, the success of the review posts proved the potential of the *Social* principle, demonstrating that when applied correctly it makes for a strong influencer of behaviour. Hence, it can be argued that the less than satisfactory outcome of the experiments testing the *Social* principle might be a consequence of the execution and possibly the fact that such interventions do not work optimally when implemented in the text of the Facebook post.

Moreover, the *Timely* principle proved to be valuable to consider in more than one sense. Accordingly, it might have been hard to draw any conclusions about the effect of making event/holiday-related content, although several factors indicated that it was, in general, a good idea. However, *Timely* also proved valuable in the sense of the consumer decision journey and the so-called *just-in-time* approach to marketing and, in turn, social media content. Hence, *Timely* is a

crucial aspect of making sure that the right content reaches the right people at the right time. Finally, the importance of the right day and time of day to post should not be forgotten.

Finally, the authors argue that the four-stepped method of applying the EAST framework, *define the outcome*, *understand the context*, *build the intervention*, and *test, learn and adapt* (Service et al., 2014), could be a valuable approach for marketing managers to use in their work with social media content. Accordingly, the process provides a thorough and systematic way of working with and producing new marketing material for social media.

12. Conclusion

In the following section, the posted research question, "What are the practical implications of the EAST framework for companies on the social media platform, Facebook?" will be answered.

12.1 The EAST Framework Applied Retrospectively

100 of Jabra's Facebook posts were analysed according to the EAST principles to show the efficiency of these. The retrospective analysis showed a clear preference for link posts and photo posts, which can be attributed to the *Easy* and *Attractive* principles. Likewise, posts sharing external reviews performed the best in terms of reach and click-through rate in correspondence with the *Social* principle. Finally, the *Timely* principle was also to a certain extent deemed successful as one of the overall best performing posts was an April Fools' Day post, while it was argued that further analysis of local posts relating to local events would have been able to support or reject this principle. The success of the April Fools' Day post also suggested that a combination of the principles, in this case, *Timely* and *Attractive*, could be efficient, which was also illustrated in the experiments.

12.2 The EAST Framework Applied in Practice

Moving on to the implications of the EAST framework in practice, *Easy* and, accordingly, hypotheses 1, *Making the call to action clear will increase the number of link clicks on the attached link* and 2, *Simplifying the language of technical content will improve performance*, will be looked at first. The *Easy* principle was established as a key factor of success. Concretely, the use of link posts is considered beneficial for companies as it reduces friction costs and makes it easy for consumers to click to get to the desired webpage attached to the post. It was contended that a company not selling physical products or looking to increase engagement might not benefit from using link posts, as they are not in search of the link click. The effectiveness of the *Easy* principle was thus most prevalent in terms of Hypothesis 1, which was verified, whereas Hypothesis 2 was rejected. It was argued that Hypothesis 2 might not be relevant for specifically Jabra's customers as their products are highly technical and characterized by high involvement decisions. However, Experiment 9 did suggest that simplification in the form of a short text and message did improve the performance.

When looking at *Attractive*, Hypothesis 3, *Content that seems more personal rather than generic will perform better than content with a higher degree of formality and/or distance*, and 4, *The use of emoji's and other visually appealing changes will increase attractiveness and thus improve the performance of a post*, seemingly were

rejected. Hypothesis 3 was rejected as the personalized posts performed either badly or the same as the control posts, suggesting, as above, that technical content was preferred over personalized content. It was contended that the lifestyle photos, aiming at creating a feeling of recognition, had the opposite effect if the consumers were unable to recognize themselves in the person portrayed, e.g. due to the portrayed style and/or choice of accessory. In terms of Hypothesis 4, the results of the experiments indicated that visual changes to the text did not improve overall performance. Though in terms of the *Attractive* principle, the visual stimulus in the form of, e.g. a photo or video was not tested, but research suggests that the choice of visual stimulus does generally affect the performance of a post.

The *Social* principle was tested with Hypothesis 5, *Demonstrating social proof will improve performance*. However, both experiments testing this hypothesis ruled in favour of the posts without social proof, thus rejecting the hypothesis. Here, it was suggested that social proof used in this format would not perform very well but that social proof added as a text layer on the photo or video might perform better. Furthermore, the *Social* principle came into play in the analysis of the 100 Jabra posts. Accordingly, sharing external reviews was deemed an excellent practice, as these posts were some of the best performing out of the 100 posts, illustrating that using the *Social* principle in a different way was indeed efficient.

In terms of the final principle, *Timely*, Hypothesis 6, *Content that is created for a specific event or holiday will perform better than content with no ties to an event*, was formulated. This hypothesis was not tested with the use of an experiment but through the retrospective analysis of 100 of Jabra's Facebook posts. The analysis suggested that the hypothesis could partly be verified but that there were too few entries within the 100 to be conclusive. Particularly, an April Fools' Day post performed very well while other posts relating to events only performed mediocrely. It is claimed that investigating local posts referencing local events would support or reject the hypothesis with more certainty. Further, an analysis of the importance of the publishing time of these local posts is assumed to support the *Timely* principle as well.

Ultimately, the significance of understanding the context and the target group when trying to affect behaviour has become inherently clear. Accordingly, results clearly showed that the experiments, which aligned the best with the presumed interest field of the target group, generated the most clicks.

Finally, it can be argued that the implications of implementing the EAST framework for companies on Facebook are inconclusive. The *Easy* and *Social* principles seem to be more relevant than the other two at least when specifically tested on the case company, Jabra. The *Attractive* and *Timely* principles were deemed relevant but could not be verified through the specific experiments and analyses conducted in this thesis. However, the authors still deem it valuable for companies to consider both the principles and the four-stepped process. Among others, because it introduces a structured and thorough approach to working with social media content because of its inherent focus on the consumer and the context.

Concluding, further research is recommended to verify whether the implementation of EAST will be an effective strategy for companies on Facebook as will be elaborated in the Future Implications section below.

13. Future Implications

In the following, limitations and future implications of this thesis are presented. Specifically, the limits of the research results are accounted for, and recommendations are made for future research areas, which the scope of this thesis did not permit the authors to explore.

First, many of the results from the experiments were inconclusive, which made it difficult to verify or reject the hypotheses. Each hypothesis was tested with two to three experiments. Adding more experiments testing each hypothesis might be able to create a more cohesive pattern that could more easily verify or reject the hypotheses. Correspondingly, making the differences between the control posts and the test posts more extreme may have made the results more conclusive. However, these more extreme changes in either the control posts or the test posts might not have reflected reality and would therefore not add as much value to the research area. Furthermore, the experiments in this thesis focused on applying one, sometimes two, principles from the EAST framework at a time. Accordingly, experiments testing several of the EAST principles at a time may contribute to a fuller picture of the effects of combining all the principles.

Second, as suggested in the discussion, testing, e.g. social proof through the visual stimuli by adding textual layers to images or videos may have given different results that might have supported Hypothesis 5. Accordingly, the experiments testing the other hypotheses might have also come to different conclusions if the changes had been made in the visual stimuli rather than the textual components of the posts. Further research could investigate this.

Third, the results of the research suggested that Jabra's target group preferred content that was more technical. To back this up, similar experiments could be set up investigating a competitor to Jabra to see if this is a general trend in the industry or specific to the particular company or tested target group. Similarly, choosing a company within a different industry selling, e.g. lower or higher involvement products than Jabra and testing its content may determine whether the results could be generalized across industries. Moreover, it could be interesting to focus on a case company selling services rather than physical products to explore if the suggested preferences and expectations for ads on Facebook might be different for companies not selling tangible goods.

Fourth, more in-depth statistical analysis of the results of the experiments by experts in the field might have been able to verify or disprove the hypotheses with more certainty than what the capabilities of the authors provided. Likewise, a more statistically founded study might uncover perspectives and patterns not discovered in this thesis. In addition, adding more posts to both the

retrospective analysis and conducting more experiments could have increased the data pool and contributed to more reliable and valid results.

Fifth, the experiments focused on consumers from the US and within that concretely males with particular interests and of a certain age. Therefore, it could be interesting to work with a different audience within Facebook, e.g. with different interests or in a different age group to see if the experiments would perform differently with a slightly different target audience. Moreover, changing the audience to an entirely female one or a mixed one could potentially highlight differences in preferences among the sexes. Likewise, focusing on another country, region or continent may highlight interregional differences in preferences or suggest a global preference. Although the highest degree of objectivity was aimed at and the biases of the authors were sought to be minimized, it is suggested that an audience more similar to the authors might have responded better to the same or similar experiments. This is argued as the authors as Danish females younger than the target group and with an interest in language and communication are relatively dissimilar to the chosen target group in the experiments.

Sixth, the complexity of Facebook and its many underlying aspects may influence an investigation such as this one. Accordingly, many of these aspects have been unknown to us, which may, in turn, have influenced the methodology, and consequently the results. Future research can investigate whether similar results could be obtained if the experiments took place on other social media platforms or in a different format on the platform, e.g. not as a sponsored post or shown in a different way to the consumer. Moreover, this will provide a better inclination of whether or not the potential of applying the EAST framework is the same across all social media platforms.

Finally, an entirely different angle to exploring the use of behavioural insights on social media could be taken. Accordingly, the EAST framework is just one framework selected among many others within the substantial amount available in the research area of behavioural economics. Thus, other frameworks or approaches might prove more fitting in the context of social media. Similarly, the possibility of building a completely new framework based on, e.g. relevant biases and heuristics in the context of social media also presents an interesting possibility within this new and relatively unexplored context.

14. References

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Four Shades of Social Media

Appendices

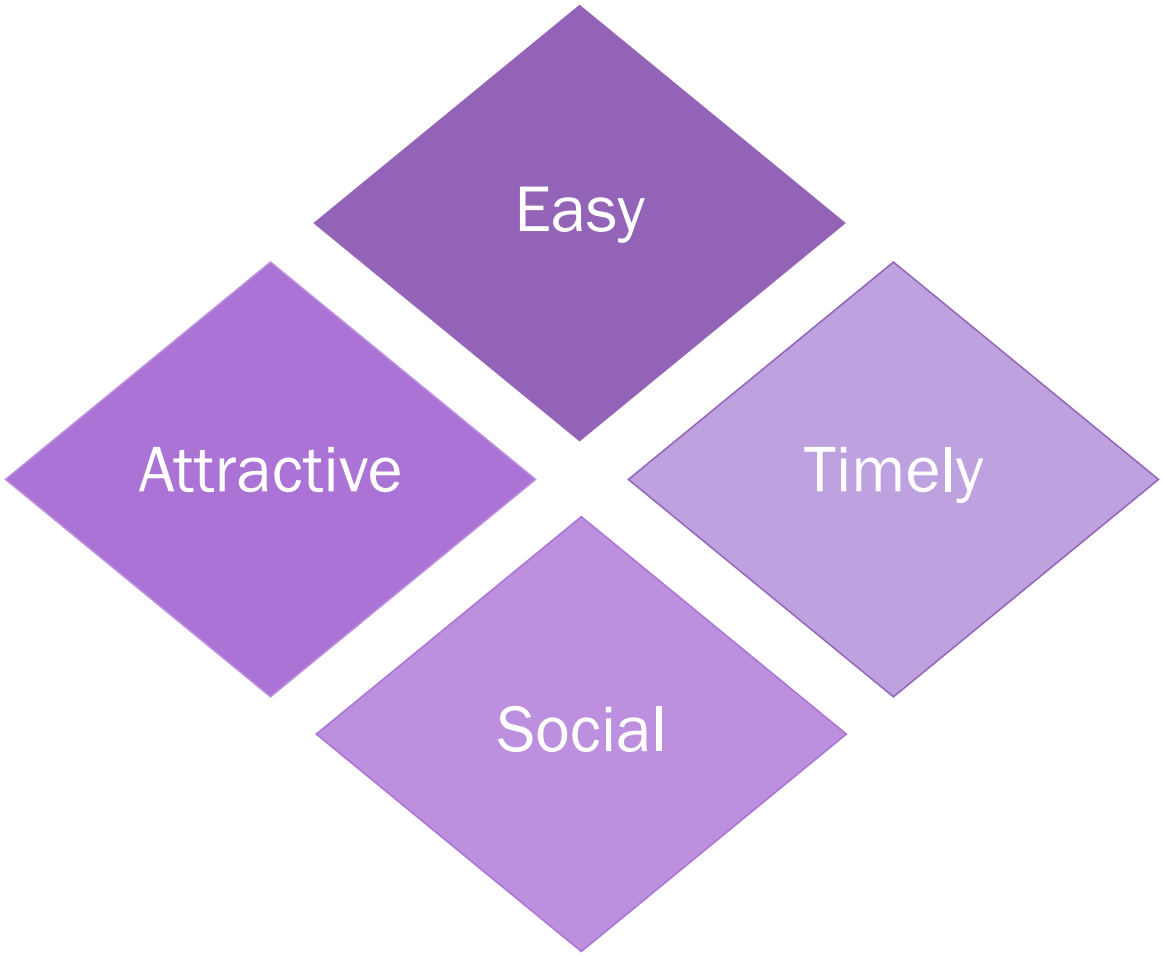

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Table of content - Appendices

Appendix 1: Terminology list

A reference list for the terminology list will follow below. All terms with no reference have been defined by the authors.

Term	Explanation
Active Noise Cancellation (ANC)	ANC technology generates "anti-noise" that mirrors and cancels ambient noise. Thus, blocking out surrounding noise (Gniazdo, 2015a).
Algorithms	An algorithm is: "a set of mathematical instructions or rules that will help to calculate an answer to a problem"(Cambridge English Dictionary, 2018). In the case of Facebook, the algorithms decide when and where a post is shown.
Budget (Facebook ads)	The maximum amount you're willing to spend on your Facebook ads, on average each day or over the lifetime of the ads (Facebook Business, 2018b).
Button clicks	The number of times people clicked the call-to-action button on a Facebook ad (Facebook Business, 2018b).
CAGR	The compound annual growth rate (CAGR) is the average annual growth rate of an investment over a specified period over one year (Investopedia, 2018a).
Call to action (CTA)	Words and/or formatting (buttons) that urge the reader/viewer to take an immediate action, e.g. "Shop now," "Learn more," or "Click Here." (BusinessDictionary.com, 2018)
Clicks (all)	A metric that counts multiple types of clicks on the ad. This includes: • Link clicks • Clicks to the associated business Page profile or profile picture • Post reactions (such as likes or loves) • Comments or shares • Clicks to expand media (such as photos) to full screen • Clicks to take the action set in the campaign objective. E.g. liking the company page (Facebook Business, 2018b)
Click-through rate (CTR - all)	The percentage of times people saw an ad and performed a click (all). The metric is calculated as clicks (all) divided by impressions (Facebook Business, 2018b).
Click-through rate (CTR - link)	The percentage of times people saw the ad and performed a link click. Indicates how many times people clicked on a link in an ad compared to how many times they saw it. The metric is calculated as link clicks divided by impressions (Facebook Business, 2018b).

Term	Explanation
Cognitive Biases	Cognitive biases are irrational behaviours that people exhibit even when they think their decisions are logical, e.g. Framing effect that leads people to draw different conclusions from the same information, depending on how the information is presented (Keyhole, 2015).
Collection add	A type of Facebook ad where it is possible to add four product pictures below the main content of the post with attached links to the specific products (Facebook Business, 2018a).
Contextual product photo/video	Photo or video where the product is not worn by a person but is shown in a real-life context, e.g. lying on a coffee table.
Conversions	The number of events or conversions recorded by the pixel on the company's website and attributed to the company's ads. If the company have events or custom conversions implemented on its website, this metric counts when the pixel records those events or conversions that are attributed to the ads (Facebook Business, 2018b).
Cost per landing page view	The average cost for each landing page view. This metric is calculated as the total amount spent divided by landing page views (Facebook Business, 2018b)
CPC (Cost per Link Click)	The average cost for each link click. CPC shows how much, on average, each link click costs the company. The metric is calculated as the total amount spent divided by link clicks (Facebook Business, 2018b).
Division of budget (Amount spent)	The estimated total amount of money you've spent on your campaign, ad set or ad during its scheduled time period. This metric lets the company know how much is spent against the maximum budget during the time period (Facebook Business, 2018b).
Emoji	Emojis is a contraction of the words e and moji, which roughly translates to pictograph. Emojis are actual pictures, in this case ranging from monkeys over a flexed biceps and to headphones (Hern, 2015).
Engagement	Social media engagement measures the shares, likes and comments of social media efforts/content. Engagement is a common metric for evaluating social media performance but doesn't necessarily translate into sales (BigCommerce.com, 2018).
Engagement rate	The Engagement Rate of a campaign is the percentage of people who saw a piece of content or ad and engaged with it (Driskill, 2017).

Term	Explanation
Friction costs	Friction cost is the total direct and indirect costs associated with the execution of an action or transaction. Friction cost encompasses all of the costs associated with a transaction (Investopedia, 2018b).
Hearthrough	The Hear Through function lets you choose when to block out noise and when to let it in (Jabra, 2018).
Heuristics	Heuristic is a simple procedure that helps find adequate, though often imperfect, answers to difficult questions (Kahneman, 2012, p. 98)
High involvement products	Products that are considered to require high involvement in the decision process for the consumer, due to the high risk and relevance associated with the purchase. This could be e.g. buying a house or a car or generally premium products (Fill & Turnbull, 2016, pp. 96–97).
Impressions	An impression is counted as the number of times an ad is on screen for the first time. E.g. If an ad is on screen and someone scrolls down, and then scrolls back up to the same ad, that counts as 1 impression. If an ad is on screen 2 different times in a day that counts as 2 impressions. A video is not required to start playing for the impression to be counted (Facebook Business, 2018b).
Jabra Fans	A person who have shown an interest in or engaged with Jabra before, either by following Jabra's Facebook page or by having liked its content (Facebook Business, 2018b).
Landing page	Any web page that a user arrives at after clicking a hyperlink. It can be any page within a website that is linked to from another location on the Web(Techopedia, 2018a).
Landing page views	The number of times a person clicked on an ad link and then successfully loaded the destination webpage. The landing page views metric provides information about how many times people saw the website after clicking on the ad and waiting for the website to load (Facebook Business, 2018b).
Lifestyle photo/video	Photo or video where the product is worn by a person and shown in a lifestyle context, e.g. a man wearing it in a metro setting or a person using the product while exercising.
Link box	When the visual content is surrounded by a box and given a headline and possibly a link button.
Link clicks	The number of clicks on ad links to selected destinations or experiences, on or off Facebook-owned properties (Facebook Business, 2018b).

Term	Explanation
Low involvement products	Products that are considered to require low involvement in the decision process for the consumer, e.g. buying a bottle of milk or other household products (Fill & Turnbull, 2016, pp. 96–97).
Nudging	Nudging: "any aspect of the choice architecture that alters people's behaviour in a predictable way without forbidding any options or significantly changing their economic incentives."(Thaler & Sunstein, 2009, p. 6).
Organic content	Organic content is content which are distributed to the followers of a page without receiving any sponsoring/budget (Facebook, 2018).
Passive Noise Cancellation	Passive noise cancellation is a result of the headset's physical features such as the design and the materials. In short it is the effect you get from wearing a headset that covers your ears and closes out the noise (Gniazdo, 2015b).
Reach	Reach is the number of people who see the ads at least once. It differs from impressions that may include multiple views of the ads by the same people (Facebook Business, 2018b).
Relevance score (Facebook ads)	A rating from 1 to 10 that Facebook gives the ads based on an estimate of how well the target audience is responding to them. The score is given before the ad receives more than 500 impressions. The score is a sign of how well the ad is resonating with the target audience - The higher the relevance score, the better it's considered to be performing. Furthermore, a high score makes it more likely that the company's ad is shown to the target audience than other ads. The score is based on: • How well the ad is performing • Positive feedback • Negative feedback (Facebook Business, 2018b)
Results	The number of times an ad achieved the outcome that was selected when it was set up e.g. clicks or likes (Facebook Business, 2018b)
Social Media Influencer	Social media influencers are people who have built a reputation for their knowledge and expertise on a particular topic. They make regular posts about that topic on their preferred social media channels and generate large followings of enthusiastic engaged people who pay close attention to their views (Influencer Marketing Hub, 2018).
Social Media playbook	A plan for social media content. Can be related to a specific product campaign e.g. Jabra Elite 65t launch.

Term	Explanation
Sponsored content	Sponsored content is all content that have received sponsoring/a budget and thus have a paid reach (Facebook, 2018).
Tagged (Facebook ads)	Advertisers on Facebook "tag" their content to more easily differentiate between the content and/or the consumers. Facebook also tags the content and provides categories for advertisers to choose from when doing targeted ads.
Unified Communication	A unified communications (UC) system is a set of communication services and solutions bundled, sold and delivered together in one cohesive solution. UC systems enable the use of voice, data, Internet, video and other communication services through an integrated product or system e.g. Skype For Business, Cisco and Avaya (Techopedia, 2018b).
Unique link clicks	The number of people who performed a link click. The metric counts people, not actions (Facebook Business, 2018b)
Wearable technology/electronics	Wearable technology is a term for electronics that can be worn on the body as an accessory. There are many types of wearable technology but some of the most popular devices are activity trackers and smartwatches. One of the major features of wearable technology is its ability to connect to the internet and exchange data between network and the device(Investopedia, 2018c).

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Appendix 2: Interview guide

Interview guide for the interview with Social Media Manager at Jabra, Mark Gaardbo.

Conducted: 8 February 2018.

Strategy:

- **Marketing strategy**
  - What is your overall marketing strategy?
  - How does Social Media fit into that strategy?
  - What objectives do you have? Any KPIs you are measured on?

- **Social Media strategy**
  - Do you have a specific strategy for Social Media and specifically Facebook?
  - How do you differentiate the channels? Are they connected in any way?
  - What type of engagement do you aim at? (clicks, likes, conversion, comments, reach, shares)
  - Who is your target group? Is it different on social media and/or specifically on Facebook?
  - What is your strategy for New Ways of Working? To us is sticks out a bit. Do you have other campaigns?

Facebook:

- Do you think it makes sense that we will be focusing on Facebook?
  - Are ads and sponsored posts focused on both consumer and business products or only consumer?

- **The new Facebook algorithm**
  - What are your thoughts on the new algorithm change on Facebook?
  - Will you be doing anything differently due to it?
    - Will time line posts matter/will you down prioritize them?
    - Will you focus more on ads?
    - Do you think the price of ads and sponsored posts will increase?

  - Are you expecting a decrease in engagement on organic posts with this change? Do you also think it will decrease engagement on sponsored posts in relation to money spent?
  - Will you be doing posts to get followers to press "See first"?

- **Content creation**
  - How do you go about making new content?
  - Who are the content creators? How do you divide the responsibilities?
  - Do you have any guidelines/strategies for creating content?
  - Do you categorize your posts? According to Facebook they differentiate between status, link, photo, video and shared video posts.

- **Previous and upcoming posts**
  - Any very low engagement posts or high engagement posts/categories that we should/could analyze?
  - Any future material/content that we can look at for hypothesis testing? Both for ads, dark posts and organic. A/B testing live.
  - Are you planning to post for any events (Valentine's, Easter, sports events like the Olympics or marathons)?

- **Publication on Facebook**
  - How much engagement do you usually have on posts? On average?
  - How much engagement do you have on ads/boosted posts and dark posts? Is it proportionate to the amount of money you use?
  - How do you measure the success of posts? What systems do you use?
  - Do you take timing and time zones into consideration when posting? A specific target group (e.g. US) and thus time zone?
  - How do you use the possibility of using boosts, dark posts and advertisements?
  - Practically, how is it done?
    - How is the money divided?
    - Can you decide times for ads?

Collaboration

- **Suggestions**
  - What would you consider as good places to start optimization?
  - We would suggest:
    - Length of post (click to read more)
    - Use of pictures, videos and gifs/new experiences
    - Use of emojis and hashtags
    - Formality level (use of personal pronouns)
    - Call to action – do you have a specific one?
- **Budgets for sponsored posts/ads**
  - Will we be able to use a budget? Any specific amount or should we arrange it with you every time?
  - Can we do sponsored posts and ads?

- **Goals**
  - What would constitute a success?
  - What measurements should we focus on?
    - Likes, clicks, conversion rate, views etc.?
    - What would constitute a significant/interesting change (e.g. in comparison with the average?
    - With the algorithm change, can we even compare with older material/average engagement rates?

Appendix 3: Audio recording of interview

An exploratory interview with Social Media Manager, Mark Gaardbo, was conducted in order to obtain information about Jabra and its marketing and social media strategy generally and for Facebook.

Among others, Mr. Gaardbo introduced how social media fits into Jabra's overall marketing strategy, how they execute the social media strategy and what may be good things to consider in the thesis. Moreover, he provided more general insights into Jabra's target group, the business areas and the products.

The full interview can be found on the enclosed USB memory stick.

Appendix 4: Follow up questions

1. **Who are Jabra's main competitors on the consumer side and on the business side?**

   Answer: Apple, BeatsByDre, Bose, Plantronics, Sennheiser, Jaybird, B&O, Bragi, Samsung

2. **Can you explain what concerns were brought up concerning the so-called man bag in the lifestyle images for Jabra Elite 65t?**

   Answer: We had an issue with our lifestyle contextual shot. The photo was perceived as "too metrosexual" by our North American office and focus group. Men do generally not wear that kind of accessory (bag) of that type, and would certainly not hold them behind their neck over the shoulder. The feedback was that the team felt was a feminine pose, and therefore would alienate male buyers.

3. **How much do you sponsor posts on the timeline:**
   - **April Fool's Day (the specific one for this year and was it the same in other years?)** We spend 2000-4000kr on 'special' posts. This one we spent 2500kr
   - **Blog posts?** Around 500-1000kr
   - **Posts in relation to product launches (e.g. specifically the video post launching the 65t on 11 January 2018)?** We spent 4000kr on this one

4. **Do you target the posts on the timeline when you sponsor them, or are they just distributed to a greater range of your followers?**

Answer: Yes all sponsored posts are targeted. We experiment with many different audiences. Usually some sort of retargeting from our website, distribution to our main followers, or people already in the headsets industry (our competitors).

5. **Can you target the sponsoring towards a specific aim (e.g. link clicks like the experiments or engagement)? Do you do that?**

   Answer: Yes. You can choose more than 25 objectives when sponsoring. We usually only do two. Engagement (likes, shares, comments) or Clicks (people clicking and loading our website)

6. **What kind of pixel do you have on your page to calculate conversions from Facebook?**

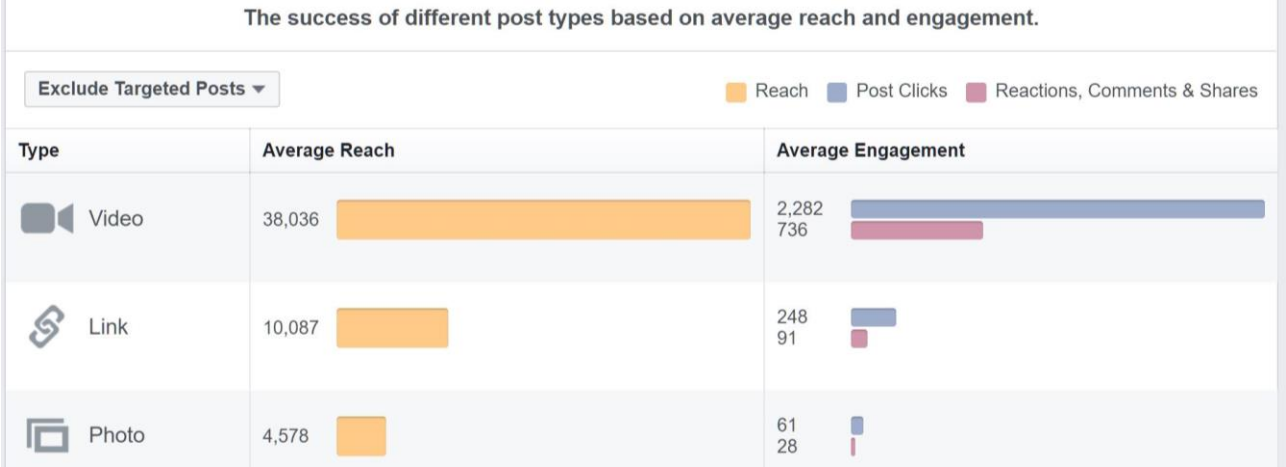
   Answer: We have the standard Facebook pixel on all our pages. And, when we do campaigns we also use UTM codes to verify the data with Google Analytics.

7. **How does the pixel work for Jabra?**

   Answer: Not sure I understand the question. But the pixel is vital to our Facebook campaigns. It tracks anyone engaging with our content across Facebook + Instagram, and matches it with data of people visiting our website. We then gather those users in target groups that we can then sponsor content towards.

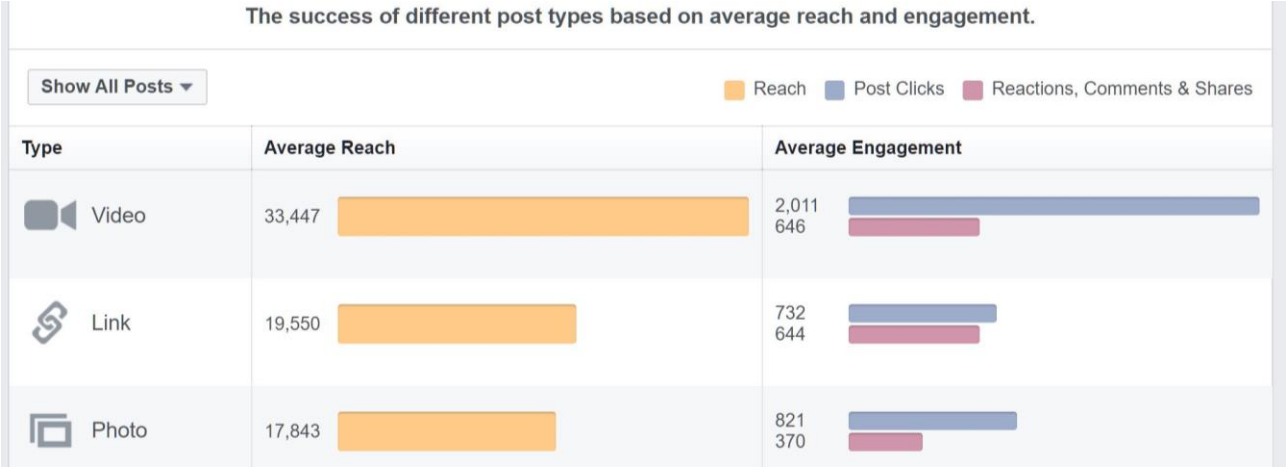
Appendix 5: Performance of post types

Performance of Jabra's post types (targeted posts excluded)



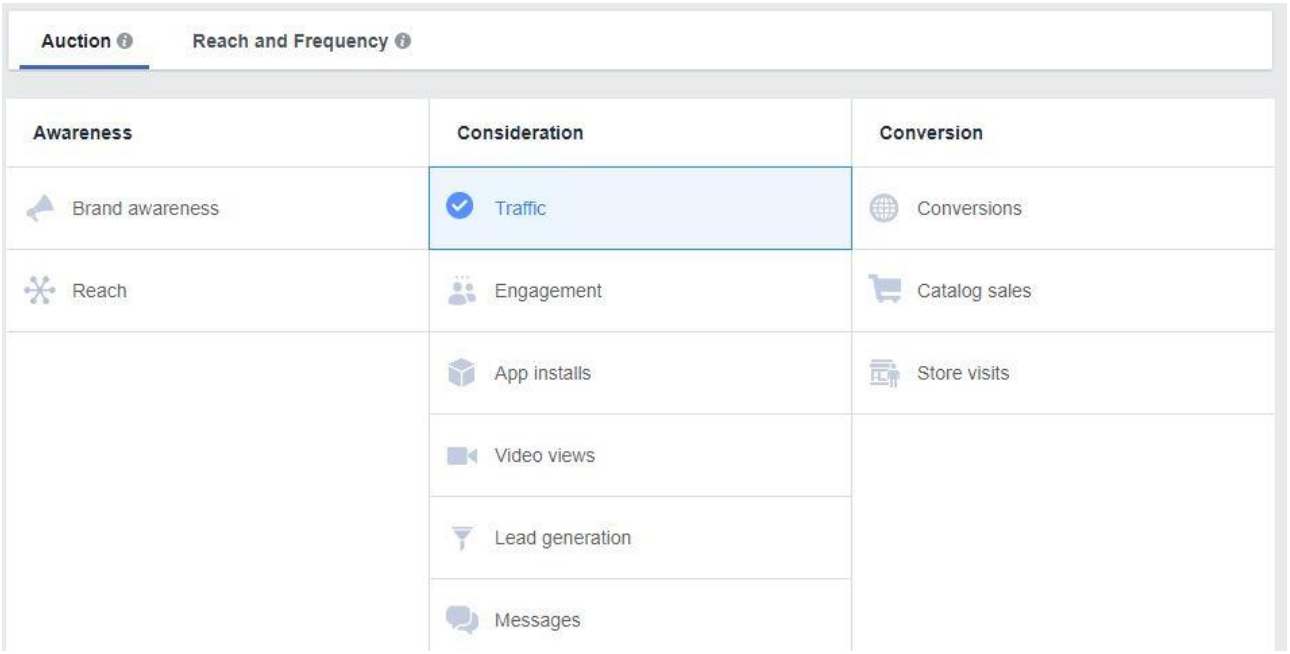
Source: Jabra Ads manager, Localized 7 April 2018

Performance of Jabra's post types (all posts)



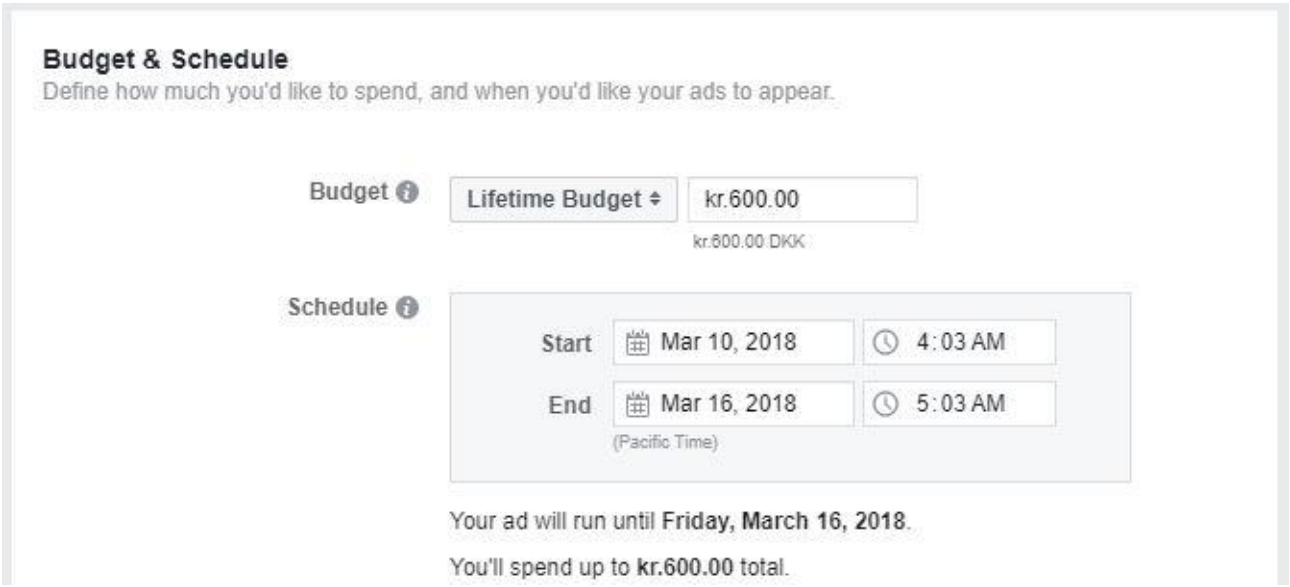
Source: Jabra Ads manager, Localized 7 April 2018

Appendix 6: Objective for the experiments



Source: Jabra Ads manager, 2018

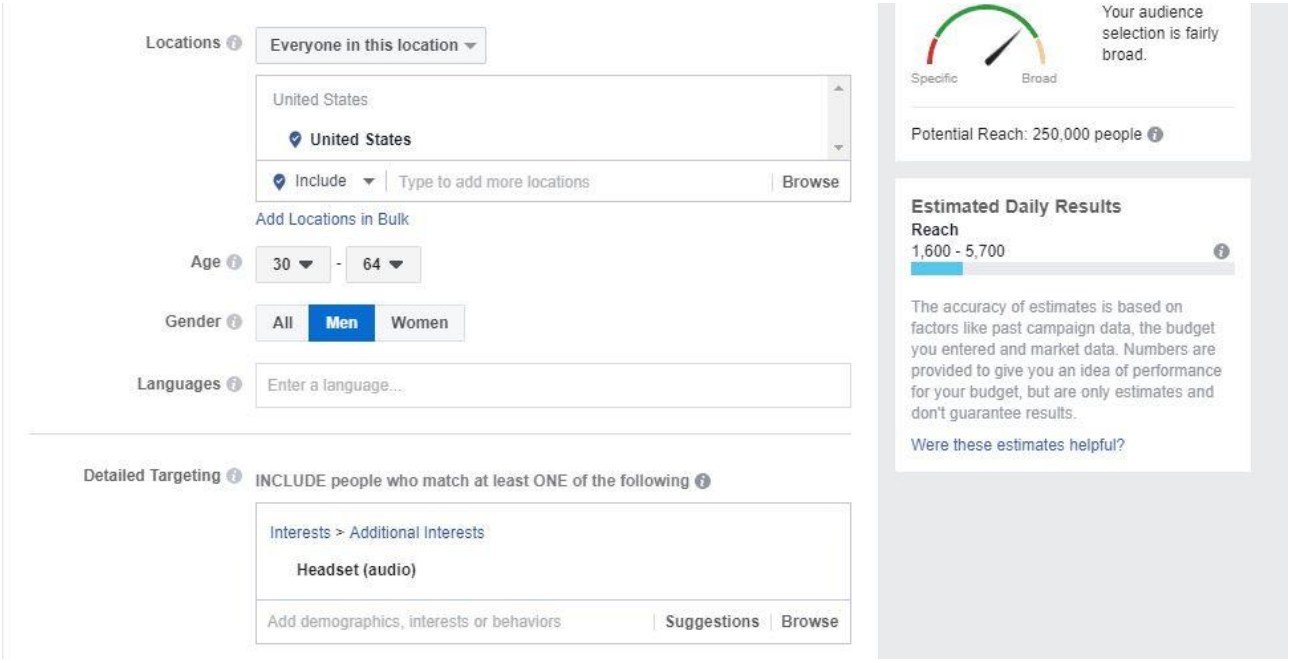
Appendix 7: Budgeting of the experiments



Source: Jabra Ads manager, 2018

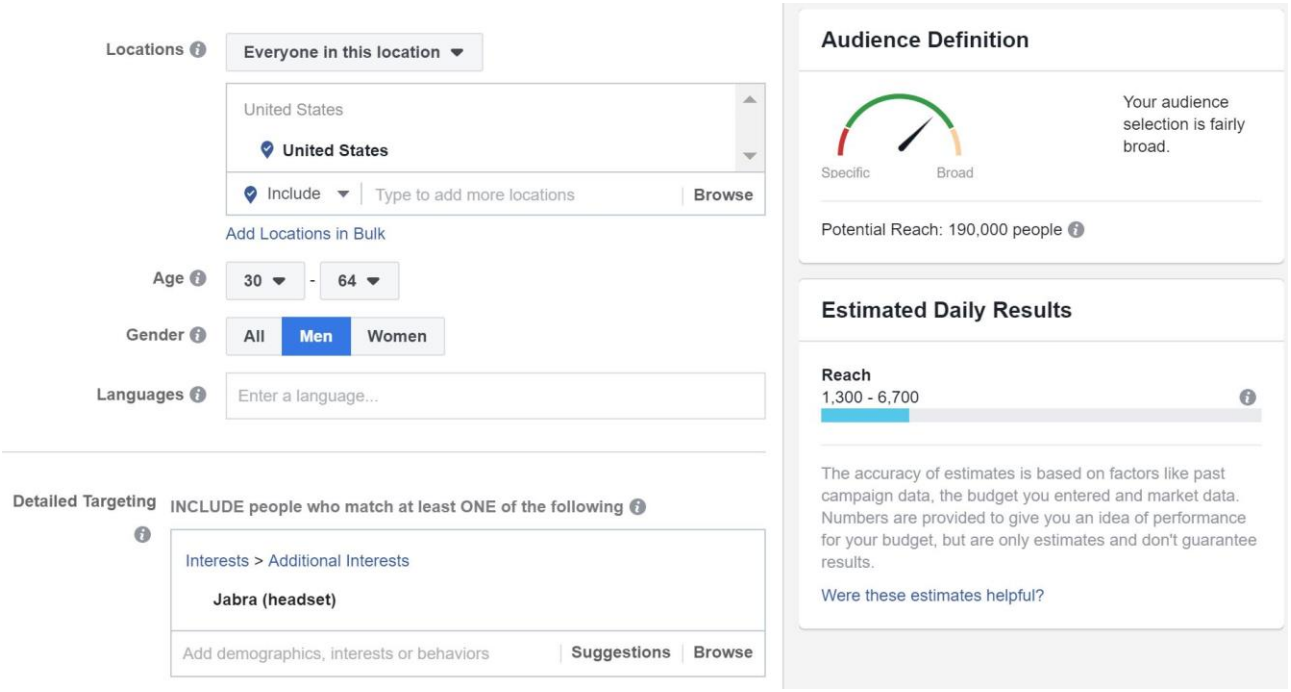
Appendix 8: Targeting of the experiments

Targeting "Headset (audience)"



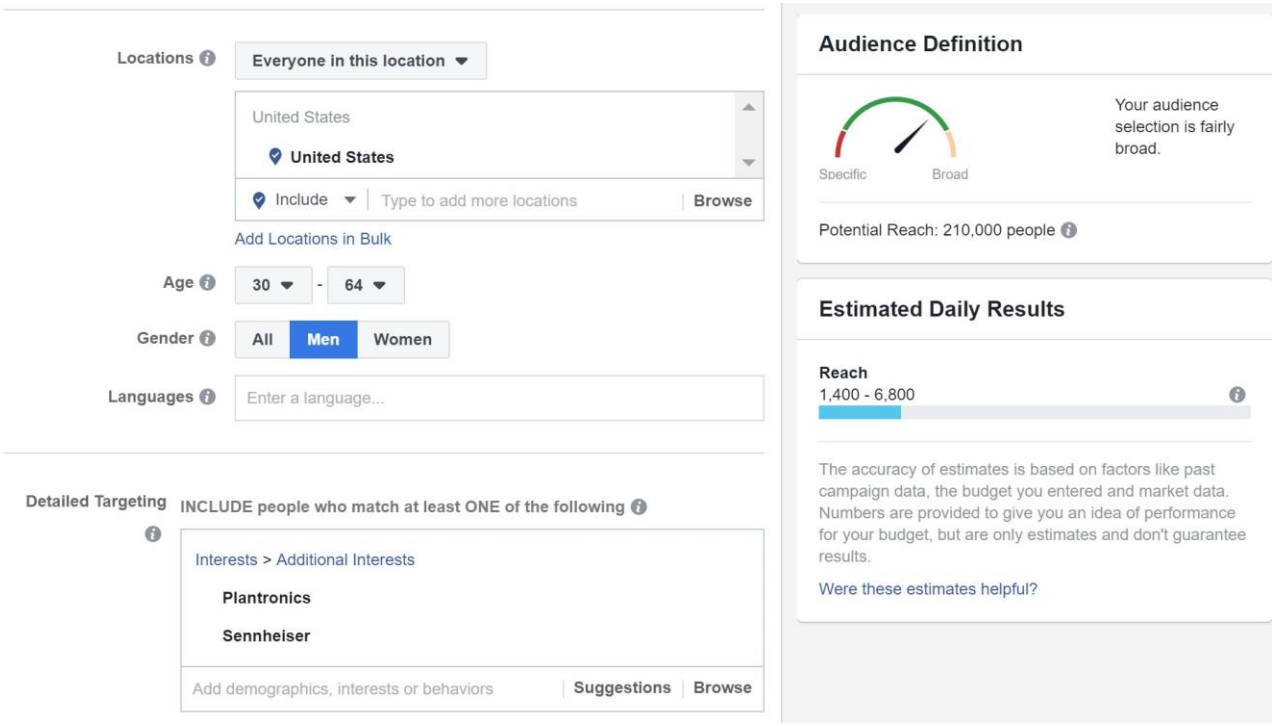
Source: Jabra Ads manager, 2018

Targeting "Jabra (headset)"



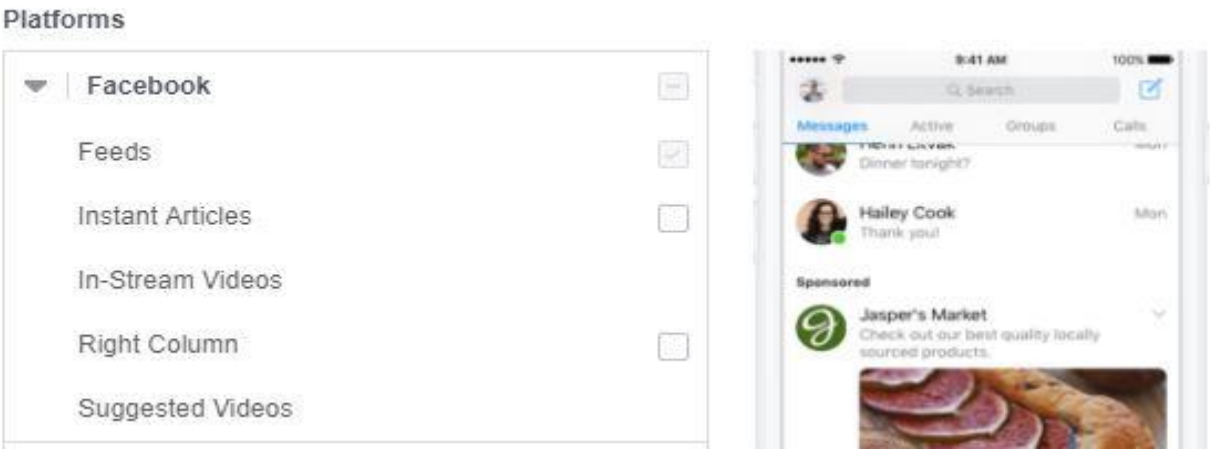
Source: Jabra Ads manager, 2018

Targeting "Plantronics/Sennheiser"



Source: Jabra Ads manager, 2018

Appendix 9: Placement of the Experiments



Source: Jabra Ads manager, 2018

Appendix 10: Results from the 10 experiments

All results were collected in Jabra's Facebook Ads manager.

Results from Experiment 1

Ad Name		CPC (Cost per Li...	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Button Clicks	3-Second Video Views	Video Percentage Watched	Video Average Wat...	Landing Page Views	Cost per Landing Pa...
Evolve 75e video		kr.2.64	3.19%	133	3.72%	kr.2.26	104	12	629	9.69%	9	90	kr.3.34
Evolve 75e video v Terese		kr.2.99	2.89%	119	3.44%	kr.2.51	95	2	564	9.27%	8	77	kr.3.88
Results from 2 ads		**kr.2.80** Per Action	**3.04%** Per Imp...	**252** Total	**3.58%** Per Imp...	**kr.2.38** Per Click	**196** Total	**14**	**1,193** Total	**9.49%** Average	**9** Average	**167** Total	**kr.3.59** Per Action

Ad Name		Results	Reach	Freque	Cost per Result	Amount Spent	Ends	Releva Score	Impression	CPM (Cost ...	Link Clicks	CPC (Cost per Li...	CTR (Link Cli...
Evolve 75e video		90 Landing P...	3,095	1.15	kr.3.34 Per Landi...	kr.300.87	Mar 16, 2018	5	3,574	kr.84.18	114	kr.2.64	3.19%
Evolve 75e video v Terese		77 Landing P...	3,162	1.09	kr.3.88 Per Landi...	kr.299.13	Mar 16, 2018	5	3,461	kr.86.43	100	kr.2.99	2.89%
Results from 2 ads		**167** Landing P...	**5,682** People	**1.24** Per Per...	**kr.3.59** Per Landi...	**kr.600.00** Total Spent			**7,035** Total	**kr.85.29** Per 1,000 ...	**214** Total	**kr.2.80** Per Action	**3.04%** Per Imp...

Results from Experiment 2

Ad Name		CPC (Cost per Link Click)	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Button Clicks	3-Second Video Views	Video Percentage Watched	Video Average Watch Time	Landing Page Views
 Evolve 75e gif (Mindre social proof)		kr.1.01	5.14%	660	6.00%	kr.0.86	542	127	3,256	172.40%	6	509
 Evolve 75e gif (mere social proof)		kr.1.65	3.35%	23	4.28%	kr.1.29	17	3	126	153.21%	5	14
Results from 2 ads		**kr.1.03** Per Action	**5.06%** Per Impre...	**683** Total	**5.92%** Per Impre...	**kr.0.88** Per Click	**558** Total	**130**	**3,382** Total	**171.64%** Average	**6** Average	**523** Total

Ad Name		Results	Reach	Frequenc	Cost per Result	Amount Spent	Ends	Relevanc Score	Impressions	CPM (Cost per 1,000 Impression	Link Clicks
 Evolve 75e gif (Mindre social proof)		509 Landing Pag...	9,668	1.14	kr.1.12 Per Landing ...	kr.570.33	Mar 16, 2018	6	11,008	kr.51.81	566
 Evolve 75e gif (mere social proof)		14 Landing Pag...	497	1.08	kr.2.12 Per Landing ...	kr.29.67	Mar 16, 2018	6	538	kr.55.15	18
Results from 2 ads		**523** Landing Pag...	**9,886** People	**1.17** Per Person	**kr.1.15** Per Landing ...	**kr.600.00** Total Spent			**11,546** Total	**kr.51.97** Per 1,000 Im...	**584** Total

Results from Experiment 3

Ad Name	Impressions	CPM (Cost per 1,000 Impression	Link Clicks	CPC (Cost per Link Click)	CTR (Link Cli…	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Landing Page Views	Cost per Landing Page View
Modified (Test) – In text	175	kr.71.66	4	kr.3.14	2.29%	6	3.43%	kr.2.09	4	4	kr.3.14
Original (Control)	4,687	kr.93.55	113	kr.3.88	2.41%	139	2.97%	kr.3.15	106	113	kr.3.88
Modified (Test) – FB Knap	2,162	kr.68.63	45	kr.3.30	2.08%	60	2.78%	kr.2.47	42	42	kr.3.53
Results from 3 ads	**7,024** Total	**kr.85.33** Per 1,000 Im…	**162** Total	**kr.3.70** Per Action	**2.31%** Per Impre…	**205** Total	**2.92%** Per Impre…	**kr.2.92** Per Click	**151** Total	**159** Total	**kr.3.77** Per Action

Ad Name	Results	Reach	Frequen	Cost per Result	Amount Spent	Ends	Relevanc Score	Impressions	CPM (Cost per 1,000 Impression	Link Clicks
Modified (Test) – In text	4 Landing Pag…	167	1.05	kr.3.14 Per Landing …	kr.12.54	Apr 2, 2018	—	175	kr.71.66	4
Original (Control)	113 Landing Pag…	4,308	1.09	kr.3.88 Per Landing …	kr.438.47	Apr 2, 2018	4	4,687	kr.93.55	113
Modified (Test) – FB Knap	42 Landing Pag…	1,955	1.11	kr.3.53 Per Landing …	kr.148.37	Apr 2, 2018	4	2,162	kr.68.63	45
Results from 3 ads	**159** Landing Pag…	**6,074** People	**1.16** Per Person	**kr.3.77** Per Landing …	**kr.599.38** Total Spent			**7,024** Total	**kr.85.33** Per 1,000 Im…	**162** Total

Results from Experiment 4

Ad Name		CPC (Cost per Link Click)	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	3-Second Video Views	Video Percentage Watched	Video Average Watch Time	Landing Page Views	Cost per Landing Page View
Modified (Test) ingen knap		kr.4.35	1.06%	23	6.10%	kr.0.76	4	37	18.09%	4	3	kr.5.80
Original (Control)		kr.0.78	4.92%	1,079	7.10%	kr.0.54	697	2,562	19.92%	5	770	kr.0.76
Results from 2 ads		**kr.0.80** Per Action	**4.82%** Per Impre...	**1,102** Total	**7.08%** Per Impre...	**kr.0.54** Per Click	**699** Total	**2,599** Total	**19.88%** Average	**5** Average	**773** Total	**kr.0.78** Per Action

Ad Name		Results	Reach	Frequen	Cost per Result	Amount Spent	Ends	Relevanc Score	Impressions	CPM (Cost per 1,000 Impression	Link Clicks
Modified (Test) ingen knap		3 Landing Pag...	351	1.07	kr.5.80 Per Landing ...	kr.17.41	Apr 2, 2018	—	377	kr.46.18	4
Original (Control)		770 Landing Pag...	12,267	1.24	kr.0.76 Per Landing ...	kr.582.58	Apr 2, 2018	7	15,198	kr.38.33	747
Results from 2 ads		**773** Landing Pag...	**12,391** People	**1.26** Per Person	**kr.0.78** Per Landing ...	**kr.599.99** Total Spent			**15,575** Total	**kr.38.52** Per 1,000 Im...	**751** Total

Results from Experiment 5

Ad Name		CPM (Cost per 1,000 Impression	Link Clicks	CPC (Cost per Link Click)	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Button Clicks	Landing Page Views	Cost per Landing Page View
 Original (Control)		kr.94.47	32	kr.5.04	1.87%	43	2.52%	kr.3.75	31	11	29	kr.5.56
 Modified (Test)		kr.99.27	88	kr.4.98	1.99%	115	2.60%	kr.3.81	85	31	77	kr.5.70
Results from 2 ads		**kr.97.93** Per 1,000 Im...	**120** Total	**kr.5.00** Per Action	**1.96%** Per Impre...	**158** Total	**2.58%** Per Impre...	**kr.3.80** Per Click	**115** Total	**42**	**106** Total	**kr.5.66** Per Action

Ad Name		Results	Reach	Impressions	Cost per Result	Amount Spent	Ends	Relevanc Score	Frequenc	Unique Link Clicks	Button Clicks
 Original (Control)		29 Landing Pag...	1,642	1,708	kr.5.56 Per Landing ...	kr.161.35	Apr 2, 2018	4	1.04	31	11
 Modified (Test)		77 Landing Pag...	4,204	4,418	kr.5.70 Per Landing ...	kr.438.58	Apr 2, 2018	4	1.05	85	31
Results from 2 ads		**106** Landing Pag...	**5,701** People	**6,126** Total	**kr.5.66** Per Landing ...	**kr.599.93** Total Spent			**1.07** Per Person	**115** Total	**42**

Results from Experiment 6

Ad Name		CPM (Cost per 1,000 Impression	Link Clicks	CPC (Cost per Link Click)	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Button Clicks	Landing Page Views	Cost per Landing Page View
Original (Control)		kr.58.32	334	kr.1.35	4.31%	394	5.09%	kr.1.15	328	116	306	kr.1.48
Modified (Test)		kr.58.34	123	kr.1.21	4.83%	139	5.46%	kr.1.07	120	41	122	kr.1.22
Results from 2 ads		**kr.58.33** Per 1,000 Im...	**457** Total	**kr.1.31** Per Action	**4.44%** Per Impre...	**533** Total	**5.18%** Per Impre...	**kr.1.13** Per Click	**439** Total	**157**	**428** Total	**kr.1.40** Per Action

Ad Name		Results	Reach	Frequen	Cost per Result	Amount Spent	Ends	Relevanc Score	Impressions	CPM (Cost per 1,000 Impression	Link Clicks
Original (Control)		306 Landing Pag...	7,202	1.07	kr.1.48 Per Landing ...	kr.451.52	Apr 17, 2018	7	7,742	kr.58.32	334
Modified (Test)		122 Landing Pag...	2,411	1.06	kr.1.22 Per Landing ...	kr.148.48	Apr 17, 2018	7	2,545	kr.58.34	123
Results from 2 ads		**428** Landing Pag...	**8,890** People	**1.16** Per Person	**kr.1.40** Per Landing ...	**kr.600.00** Total Spent			**10,287** Total	**kr.58.33** Per 1,000 Im...	**457** Total

Results from Experiment 7

Ad Name		Link Clicks	CPC (Cost per Link Click)	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Button Clicks	Landing Page Views	Cost per Landing Page View	3-Second Video Views
Original (Control)		180	kr.1.78	3.32%	224	4.14%	kr.1.43	176	28	143	kr.2.24	887
Modified (Test)		150	kr.1.87	3.18%	176	3.73%	kr.1.59	149	22	119	kr.2.35	796
Results from 2 ads		**330** Total	**kr.1.82** Per Action	**3.25%** Per Impre...	**400** Total	**3.95%** Per Impre...	**kr.1.50** Per Click	**320** Total	**50**	**262** Total	**kr.2.29** Per Action	**1,683** Total

Ad Name		Results	Reach	Frequenc	Cost per Result	Amount Spent	Ends	Relevanc Score	Impressions	CPM (Cost per 1,000 Impression	Link Clicks
Original (Control)		143 Landing Pag...	5,162	1.05	kr.2.24 Per Landing ...	kr.320.14	Apr 17, 2018	5	5,417	kr.59.10	180
Modified (Test)		119 Landing Pag...	4,443	1.06	kr.2.35 Per Landing ...	kr.279.86	Apr 17, 2018	6	4,722	kr.59.27	150
Results from 2 ads		**262** Landing Pag...	**8,610** People	**1.18** Per Person	**kr.2.29** Per Landing ...	**kr.600.00** Total Spent			**10,139** Total	**kr.59.18** Per 1,000 Im...	**330** Total

Results from Experiment 8

Ad Name		Link Clicks	CPC (Cost per Link Click)	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Button Clicks	Landing Page Views	Cost per Landing Page View	3-Second Video Views
Modified (Test)		148	kr.2.04	2.62%	218	3.86%	kr.1.38	145	16	134	kr.2.25	458
Original (Control)		160	kr.1.87	3.15%	203	3.99%	kr.1.47	155	17	144	kr.2.07	431
Results from 2 ads		**308** Total	**kr.1.95** Per Action	**2.87%** Per Impre...	**421** Total	**3.92%** Per Impre...	**kr.1.43** Per Click	**296** Total	**33**	**278** Total	**kr.2.16** Per Action	**889** Total

Ad Name		Results	Reach	Frequenc	Cost per Result	Amount Spent	Ends	Relevanc Score	Impressions	CPM (Cost per 1,000 Impression	Link Clicks
Modified (Test)		134 Landing Pag...	5,418	1.04	kr.2.25 Per Landing ...	kr.301.48	Apr 17, 2018	5	5,649	kr.53.37	148
Original (Control)		144 Landing Pag...	4,901	1.04	kr.2.07 Per Landing ...	kr.298.52	Apr 17, 2018	5	5,087	kr.58.68	160
Results from 2 ads		**278** Landing Pag...	**9,664** People	**1.11** Per Person	**kr.2.16** Per Landing ...	**kr.600.00** Total Spent			**10,736** Total	**kr.55.89** Per 1,000 Im...	**308** Total

Results from Experiment 9

Ad Name		CPM (Cost per 1,000 Impression	Link Clicks	CPC (Cost per Link Click)	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Button Clicks	Landing Page Views	Cost per Landing Page View
 Modified (Test)		kr.73.43	139	kr.3.26	2.25%	177	2.87%	kr.2.56	135	44	132	kr.3.44
 Original (Control)		kr.71.71	38	kr.3.85	1.86%	51	2.50%	kr.2.87	38	19	37	kr.3.96
Results from 2 ads		**kr.73.00** Per 1,000 Im...	**177** Total	**kr.3.39** Per Action	**2.15%** Per Impre...	**228** Total	**2.77%** Per Impre...	**kr.2.63** Per Click	**173** Total	**63**	**169** Total	**kr.3.55** Per Action

Ad Name		Results	Reach	Frequen	Cost per Result	Amount Spent	Ends	Relevanc Score	Impressions	CPM (Cost per 1,000 Impression	Link Clicks
 Modified (Test)		132 Landing Pag...	5,998	1.03	kr.3.44 Per Landing ...	kr.453.65	Apr 17, 2018	5	6,178	kr.73.43	139
 Original (Control)		37 Landing Pag...	1,953	1.05	kr.3.96 Per Landing ...	kr.146.35	Apr 17, 2018	5	2,041	kr.71.71	38
Results from 2 ads		**169** Landing Pag...	**7,536** People	**1.09** Per Person	**kr.3.55** Per Landing ...	**kr.600.00** Total Spent			**8,219** Total	**kr.73.00** Per 1,000 Im...	**177** Total

Results from Experiment 10

Ad Name		CPM (Cost per 1,000 Impression	Link Clicks	CPC (Cost per Link Click)	CTR (Link Cli...	Clicks (All)	CTR (All)	CPC (All)	Unique Link Clicks	Button Clicks	Landing Page Views	Cost per Landing Page View
 Original (Control)		kr.85.55	117	kr.3.72	2.30%	148	2.91%	kr.2.94	116	42	115	kr.3.78
 Modified (Test)		kr.81.36	46	kr.3.59	2.27%	70	3.45%	kr.2.36	46	17	48	kr.3.44
Results from 2 ads		**kr.84.35** Per 1,000 Im...	**163** Total	**kr.3.68** Per Action	**2.29%** Per Impre...	**218** Total	**3.06%** Per Impre...	**kr.2.75** Per Click	**158** Total	**59**	**163** Total	**kr.3.68** Per Action

Ad Name		Results	Reach	Frequenc	Cost per Result	Amount Spent	Ends	Relevanc Score	Impressions	CPM (Cost per 1,000 Impression	Link Clicks
 Original (Control)		115 Landing Pag...	4,907	1.04	kr.3.78 Per Landing ...	kr.434.83	Apr 17, 2018	5	5,083	kr.85.55	117
 Modified (Test)		48 Landing Pag...	1,958	1.04	kr.3.44 Per Landing ...	kr.165.17	Apr 17, 2018	5	2,030	kr.81.36	46
Results from 2 ads		**163** Landing Pag...	**6,576** People	**1.08** Per Person	**kr.3.68** Per Landing ...	**kr.600.00** Total Spent			**7,113** Total	**kr.84.35** Per 1,000 Im...	**163** Total

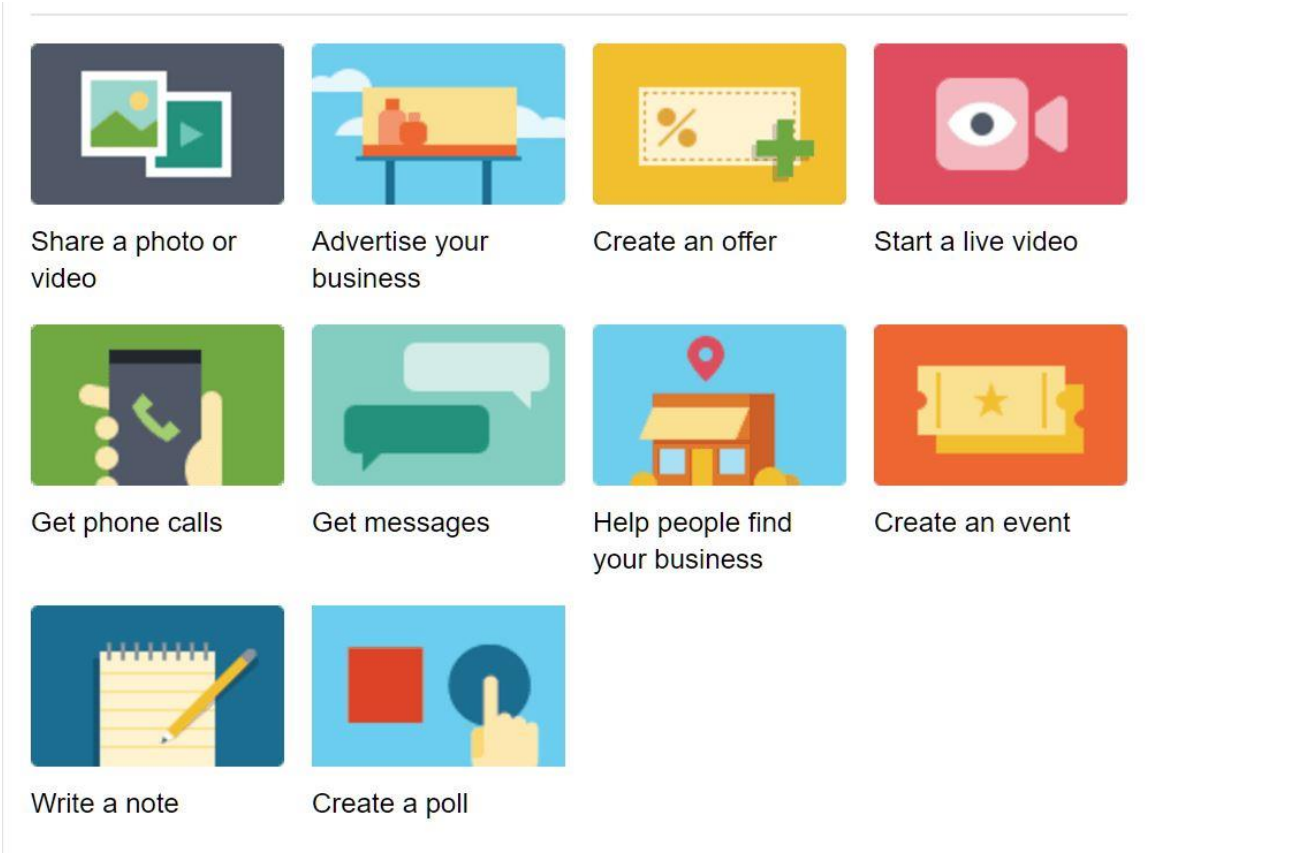
Appendix 11: Experiments results overview

An overview of the results from the 10 experiments can be found on the enclosed USB memory stick.

Appendix 12: Data from 100 Jabra Facebook posts

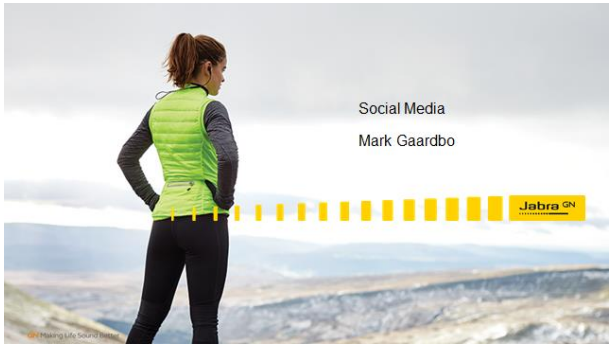
An overview of the data from the 100 Jabra Facebook posts can be found on the enclosed USB memory stick.

Appendix 13: Facebook's post types



Source: Jabra's Facebook page, Localized 24 April 2018

Appendix 14: Jabra's social media strategy presentation



What is social media for Jabra?

MAIN FOCUS

1. General brand consideration (Products, Xmas, promotions, news.)
2. "Light" newsletter permissions / own Tribe instead of renting on some platforms / keep Jabra top of mind
3. English language support channel
   - Support process driven by 5CA out of Argentina

AD-HOC

3. Direct response medium
   - Targeted ads driving traffic to site and blog
   - Retargeting / lookalike audiences
4. Ambassador platform both internally and externally (reviewers and brand lovers)
5. Jabra tapping into existing communities (e.g. ParkRun, Strava, NewBalance)

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Organic VS Paid

- **Organic 'daily' content across all social (small budgets)**
  - Engagement
  - Shareable
  - Inspirational
  - Soft selling
- **Paid campaigns (Big budgets)**
  - Using the best organic content
  - Aquisition
  - Funnel-campaigns
  - Cost-Per-click, CTR%
  - Traffic-driving

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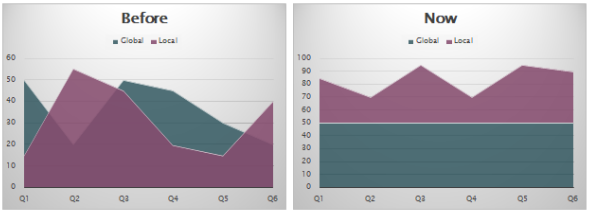
Global Social Channels: Merged and aligned



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GLOBAL

- cover photos
- profile pictures
- product launches
- content calendars / generic content
- competitions / big scale
- seasonal events
- brand partnerships
- costumer support
- advertising

LOCAL

- media partners
- happenings
- opinion leaders / influencers / reviews
- giveaways / small scale
- country holidays – special days

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Global content calendar

General brand consideration (product launches, holidays Xmas, promotions, campaigns, news.)

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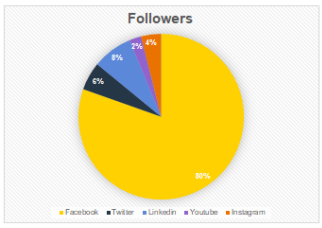
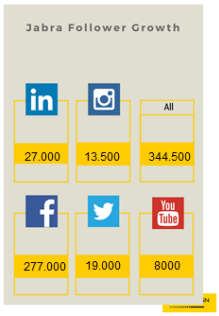
Social followers



- Optimize for Facebook



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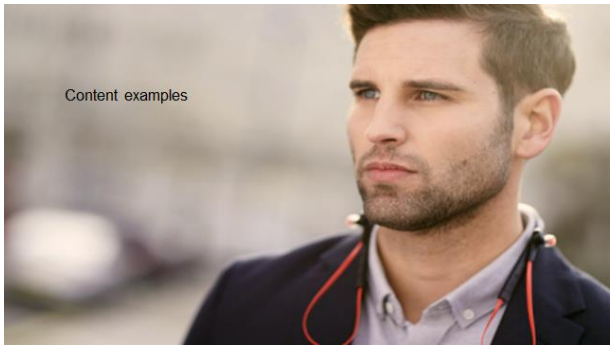


Jabra Halo Smart Digital campaign Content Pillars

DESIRE ME, NEED ME

Storytelling
#onestepahead

- Engaging and aspirational content, outlining the benefits of optimising time and staying 'one step ahead' all day long.
- Images: Lifestyle photography - suitable, original 'behind the scenes' images where possible

KNOW ME, UNDERSTAND ME

Product Push
#onestepahead

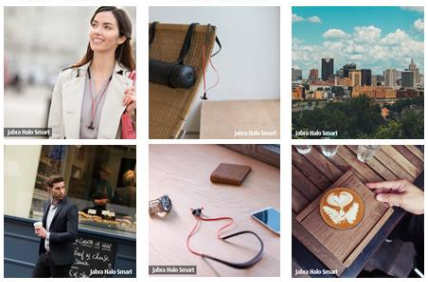
- Informative Content focussing on a Product Feature, creating awareness of key benefits
- Images: Product/Contextual Photography
- 1 x post per week

EXPERIENCE ME, SHARE ME

Inspire
#onestepahead
#freedomfriday

- Engagement with followers after Product Launch (after pre-order period)
- Playful and imaginative content, encouraging followers to share what they would do with the freedom to do more. Style is more fun and less product-related.

Desire - Lifestyle | Educate - Product | Inspire - Engage



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Jabra Elite Sport

INSPIRE ME

Inspire and involve you

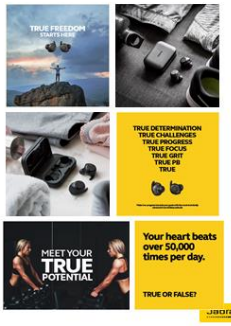
- Engagement with followers to discover their goals and aspirations
- Playful and imaginative content, encouraging followers to share what they have done wirelessly, aswell as stock posts to encourage this.
- Lifestyle photography, aswell as reposting image which followers have sent/uploaded

EDUCATE ME

Educating and inspiring you

- Educating users on the Jabra Elite Sport product and its feautres
- Using basic typographic style infused with lifestyle and product imagery.
- As well as being educational, we want to gain responses and promote feedback from followers, through the True or False quiz questions.

Aiming for the answer of every question to be true. To reiterate the word true from True Wireless Earbuds.



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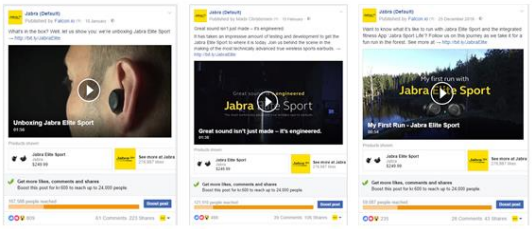
Top content

Video: Unboxing, Lifestyle, Myfirstrun, Brand



KPI Engagement: 8% 5% 5%

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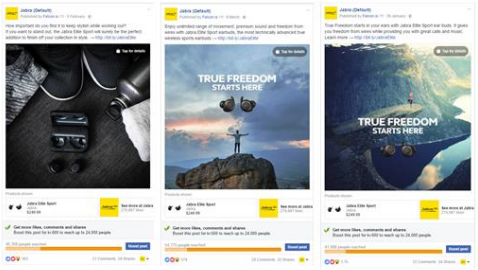
Top content

Product Centric



KPI Engagement: 8% 5% 5%

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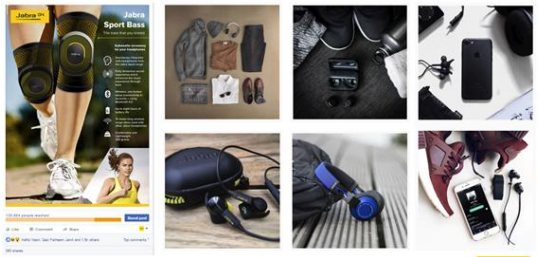
Additional popular content



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Detailed View – Facebook Relevance Score

Scores for every ad are set on a 1-10 point scale. The higher your relevance score is, the more relevant your ad is to your audience.

	Audience	Score	CPC
SHUT THE DOOR ON JACK	US+GB Lookalike audience From jabra.com	9/10	4,17kr
GREAT BRANDS THINK ALIKE	US Sennheiser Jaybird Plantronics Bose Beats	7/10	3,11kr
THE PERFECT FIT	Jabra Fans EU+US	6/10	4,07kr

	Audience	Score	CPC
R.I.P JACK	US+CA+UK Iphone + Headphones interest	8/10	1,99kr
GOODBYE, JACK. HELLO JOY	Jabra fans Jabra website visitors	6/10	N/A
TRUE WIRELESS SPORTS EARBUDS (Video)	EU+US Bragi Erato Jaybird	9/10	1,34 kr

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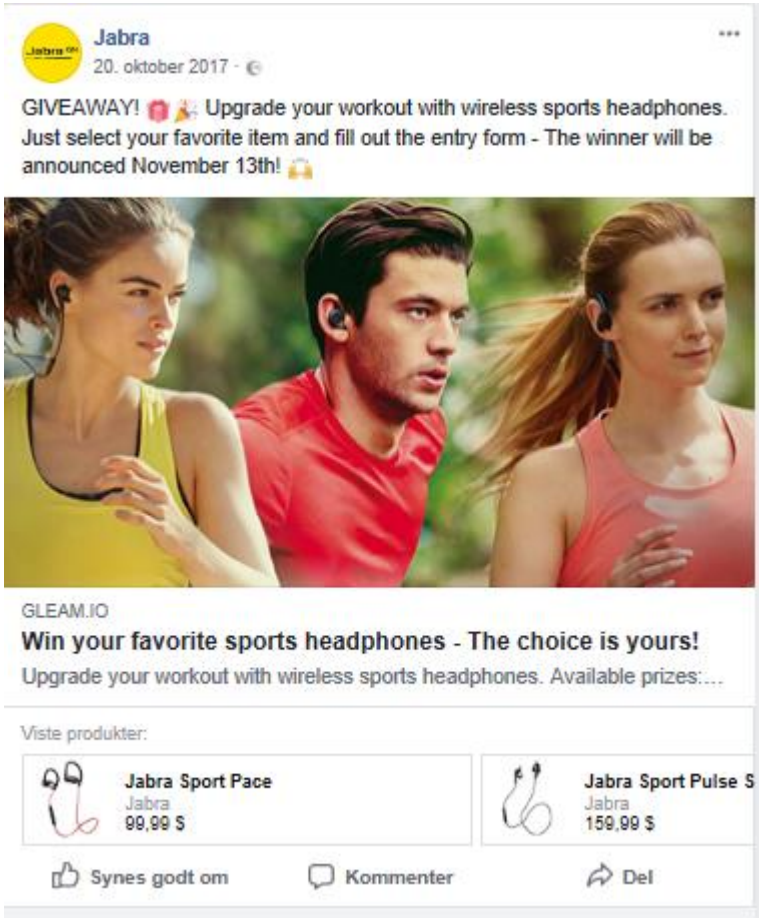
Social Summary

- Social KPI's
  - Engagement for organic content
  - Clicks for 'campaign' content
- Our best content is creative around the products.
  - Video, gif, contextuals, humor/clever
  - Not community content
- Optimize for Facebook - adapt for LinkedIN, Twitter, Instagram, Newsletters… etc.
- We need content and execution. We don't need strategy and planning

GN Making Life Sound Better

Appendix 15: Giveaway Facebook post



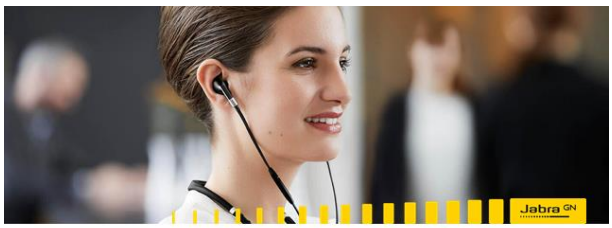
Appendix 16: Comments from Facebook posts

Below, you will find comments obtained from Jabra's Facebook posts. The comments have been selected randomly among the comments published on the 100 Jabra Facebook posts to illustrate how the comments do not always have something to do with the post in question.

All comments have been anonymized to not compromise the identity of the Facebook commentators.

Appendix 17: Jabra's social media playbooks

Social media Playbook for Jabra Evolve 75e



Jabra Evolve 75e – Social Media Playbook

Social media posts & Lead-ins – supporting the product launch of Evolve 75e

H1 2018

Playbook Evolve 75e

- **The purpose of this playbook is to generate awareness and interest in the Evolve 75e product – on social media.**
- **The content will be posted on Jabra Global social channels from January 15th and 1-2 times weekly going forward**
  - LinkedIn, Facebook, Twitter
- **The content can freely be distributed to partners, resellers, retailers or business connections that have an interest in the launch of Evolve 75e**

Content and Dates

Content:

11 Weeks of content

3 videos

3 short edit videos

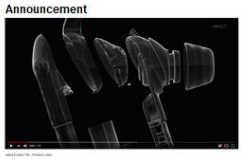
11 Images

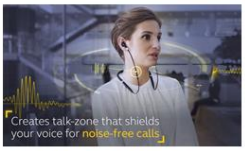
17 Social Media lead-ins (LinkedIn, Facebook & Twitter)

Roll out plan (subject to change):

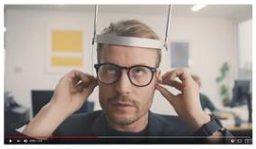
Jan 9	Jan 16	Jan 22	Jan 29	Feb 5	Feb 12	Feb 19	Feb 26	Mar 5	Mar 12	Mar 19
Announce										
1 Post	2 Post	1 Post	2 Post	1 Post	2 Post	1 Post	2 Post	1 Post	2 Post	1 Post
1 video	1 image, 1 video	1 image	1 image, 1 video	1 image	1 video, 1 image	1 image	1 video, 1 image	1 image	1 video, 1 image	1 image

Announcement



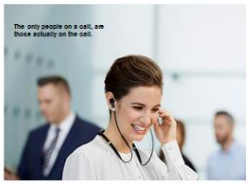


Self engineered video

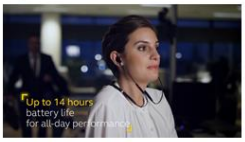


Power of Evolve Gif

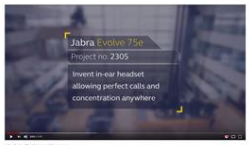
Work on crop to center product and show it better. Work on text overlay



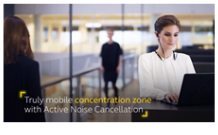
Charge Gif

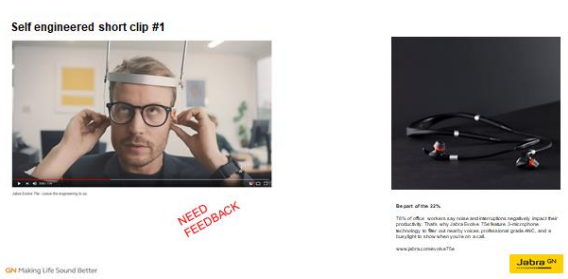


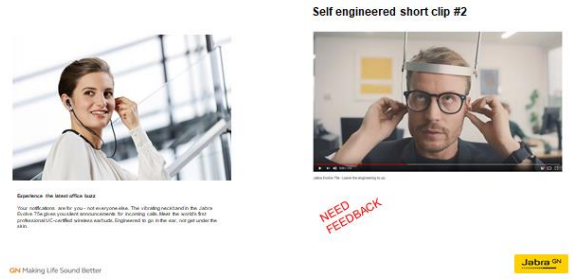
Engineered for purpose

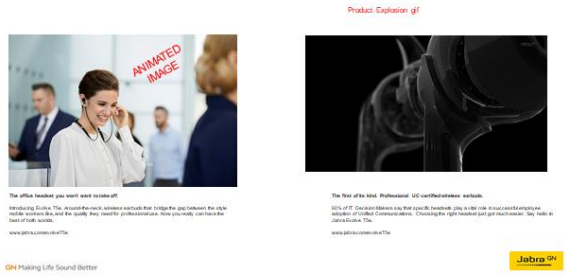


Concentration zone gif

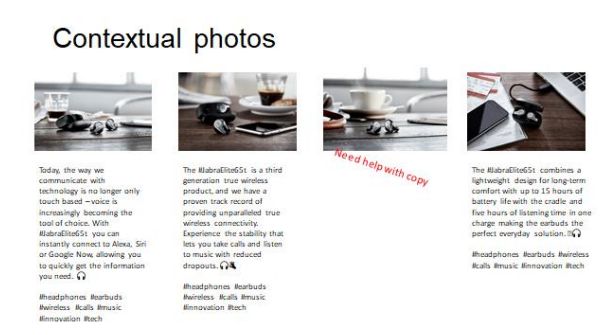








Social media Playbook for Jabra Elite 65t



Lifestyle photos

Experience the stability that lets you take calls and listen to music without worrying about dropouts with #JabraElite65t! 🎧

#headphones #earbuds #wireless #calls #music #innovation #tech #ces2018

Listen to your music your way. The #JabraElite65t allows music to be personalised using a music equalizer accessed from the Jabra Sound+ companion application. 🎧

#headphones #earbuds #wireless #calls #music #innovation #tech #ces2018

The #JabraElite65t is built to deliver the best call and voice quality. The innovative four microphone solution combined with an optimized acoustic chamber enables advanced noise suppression and voice enhancement for every type of environment. 🎧

#headphones #earbuds #wireless #calls #music #innovation #tech #ces2018

Spec Videos

(Battery)
~~Use all day, whatever your listening needs.~~
With up to 5 hours of battery on a single charge, and up to 15 hours in total with the included pocket-friendly charging case, your listening needs are met from the start of the day, to its end.

(Equalizer)
~~Music, the way you want to hear it.~~
Customize your sound with the advanced equalizer, and make sure that you hear music the way you want it to be heard. Need to add more bass when commuting? Quickly and easily boost the low frequencies for that extra kick.

(IP-55 rating)
~~Built to work.~~
Wherever your day takes you, your activities won't get in the way of easy, reliable access to calls and music. The Jabra Elite 65t features an IP55-rated design, and comes with a 2-year warranty against damage from water and dust (registration required).

Spec Videos

(Microphones)
~~Best call and voice quality.~~
Unique four-microphone technology gives you effective wind-noise reduction on calls, and our advanced 6mm speakers provide you with Jabra HearThrough – delivering external ambient noise into the earbuds to give you audio awareness of what's around you.

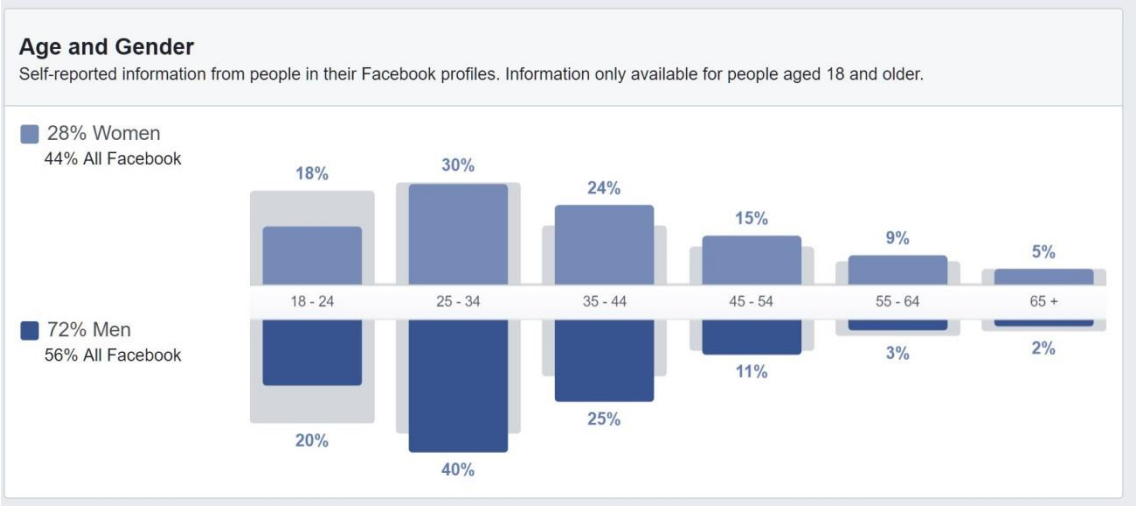
(Voice commands)
~~Voice command made simple.~~
You can instantly connect to Alexa, Siri® or Google Assistant™, allowing you to quickly get the information you need – whether that be setting appointments, finding nearby events, or having messages read back to you.

Gif

Need help with copy

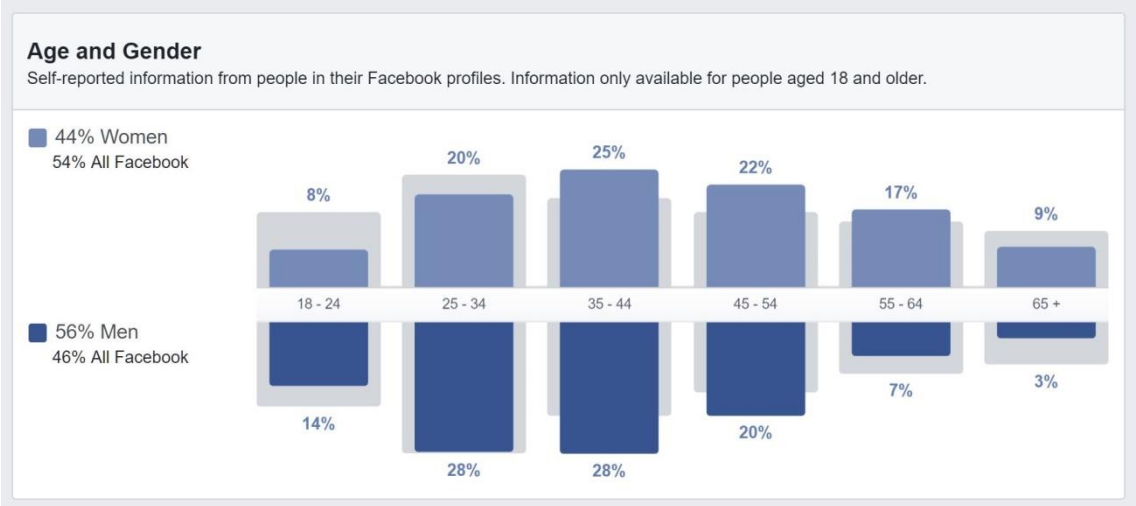
Appendix 18: Jabra's Facebook followers

Demographics for Facebook followers – Globally



Source: Jabra Ads manager, Localized 7 April 2018

Demographics for Facebook followers – United States of America



Source: Jabra Ads manager, Localized 7 April 2018