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FACEBOOK MARKETING FOR A DIRECT SELLING COMPANY

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TURUN AMMATTIKORKEAKOULU THESIS

The purpose of the thesis was to provide recommendations for how the studied company could improve their Facebook marketing activities. The company was the Danish subsidiary of an multinational direct selling company of health and beauty products. The following research questions were devised:

1) What are the constraints and challenges for LR Denmark's facebook marketing as a subsidiary of a Multinational Corporation and as a Direct Selling Company?

2) How can LR Denmark improve their facebook marketing to gain more visits, page likes and social engagement on their Facebook brand page?

3) How can the LR resellers and their sales and recruitment efforts be supported with LR Denmark's facebook activities?

LR Denmark must conduct their facebook marketing in a way that reflects the brand identity, but communication should be adapted slightly due to cultural differences. It was also found that there are challenges in maintaining a clear brand expression in Facebook, due to the large number of facebook brand pages run by the companys customers, also termed resellers, and it was recommended to communicate directions and guidelines for resellers on how they should use Facebook for their LR business. Resellers that do use facebook for their business are particularly interested in sharing what LR Denmark publishes on their facebook page, if they find it visually appealing or if it provides usefull information about products, so LR Denmark should publish more high quality visual content for the resellers to share, and should focus on communicating product benefits. It was found that many of the customers did not know the Facebook page existed. As this unawareness limits the number of potential visits and also the amount of potential engagement on the page, it was recommended that the company uses the paid marketing options in facebook and channels outside Facebook in order to promote awareness of the page.

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LIST OF ABBREVIATIONS (OR) SYMBOLS

LR Denmark	LR Health & Beauty Denmark
LR Health & Beauty Systems	The multinational parent company of LR Denmark
LR	The multinational parent company of LR Denmark
SM	Social Media
SMM	Social Media Marketing
FB	Facebook
UGC	User Generated Content
WOM	Word of Mouth
MNC	Multinational Corporation

1 INTRODUCTION

1.1 Background

The usage of social media as a marketing tool is a new phenomena in business. In recent years, the power of social media has had a considerable impact on the marketing landscape with new opportunities and potentially detrimental threats. Social media has provided a whole new set of powerful tools with new opportunities and the potential to reach and engage millions of potential customers with few resources. Through social media marketing, communication has changed from a traditional one-way presentation from the company to the consumer, where the company has a high control of its brand; to a two-way conversation, where the customers often are deciding what the topic will be, along with how and where the conversation will take place. In addition, the power of conversations among customers has amplified, and the reach of word of mouth has changed from reaching a closed circle of people, to potentially reaching all internet users in the world.

1.2 Motivation

I have grown up seeing how ICT innovations over the past 30 years have massively impacted and transformed how the world works, and how we lead our everyday lives. Social media is one of the things which have come out of this technological revolution, and now in my first job at the end of my studies, I find myself managing my employer's facebook page.

Despite being interested and being well aware of the opportunities and applications of ICT, I find that I could use more knowledge about how social media can be leveraged to a company's advantage and be utilized as a marketing tool to engage customers with the brand, the company and it's products. As most companies today, the company I work for is still finding its way in this powerful new world of social media. I hope that this research can

provide me with the knowledge and tools to improve my own knowledge and skills, and also that the findings can provide useful information for my employer.

1.3 LR Health & Beauty Denmark

LR Health & Beauty Denmark, which is hereon in referred to as LR Denmark, is the Danish division of the German-based company LR Health & Beauty has been in the market of selling health and beauty products via the multi-level-marketing model since 1985, and has been on the Danish market since 1999. The core product range includes; health products like aloe vera based drinking gels, vitamin and mineral supplements, diet solutions; and beauty products like makeup, parfumes, skin care products, hair care products and even toothpaste. LR Health & Beauty is an international and well-recognized direct selling company, and this year the LR Health & Beauty was awarded the Seldia Astra Award for Company of the Year on the European Direct Selling Conference 6th of October 2015.

As a direct selling company, their products are distributed through a network of small-scale resellers, rather than through wholesellers and retailers via fixed locations. These resellers buy products from LR Health & Beauty and sell them unchanged to consumers. The resellers work through direct selling methods where they engage their potential customers directly, and the resellers are for example not allowed to keep significant stock or distribute the products through a retailer or online auction houses. The resellers are however allowed to create their own online websites and stores for selling LR Health & Beauty products. The multilevel-marketing model of LR Health & Beauty, rewards their resellers for selling products, and for extending their downline structure by recruiting and training other resellers under them. The income of each reseller is derived from both these pathways: the income from sales is derived from the gross margin from selling products; and the income from the recruitment efforts is derived through a bonus system where each reseller becomes eligible for a bonus payout depending on the activities of the resellers in their own downline structure. It varies how much different resellers focus on selling versus on

extending their structure. Some focus mainly on reselling products via own webshops or through personal selling; some focus on recruitment and training and developing and maintaining their structure; and some divide their efforts in both areas.

LR Denmark has a facebook brand page which is primarily used to provide information and announce events intended for LR Denmark's resellers, and to promote sales. LR Denmark's closest competitor is Forever Living, who have the same kind of direct selling business model as LR Denmark, and provide similar product categories for the Danish market. Compared to Forever Living, LR Denmark has taken a more traditional advertising-based approach to their activites in Facebook, and the functions to provide customer reviews are for example disabled, whereas Forever Living's facebook page feature customer reviews. Forever Living does not have an official Danish brand page in social media, but has instead chosen to maintain one brand page for all the Scandinavian countries with content supplied in English. A benefit to this model is that there can be more resources available for the facebook marketing activites, which is evident in Forever Living's ability to provide regurlarly available content of good quality, and quick responses to reviews and posts from visitors. Forever Living's brand page has a 53000 likes, which is a substantially higher number than for LR Denmark's facebook page, which only have 1901 likes. As LR Denmark only have few resources to support social media marketing initiatives and activities, this work will focus on how to improve the activities in the social media channel where LR Denmark is already operating, namely Facebook.

1.4   Research Questions

As the facebook brand page is considered a crucial communication channel, especially to promote events and provide information for resellers, LR Denmark is particularly interested in gaining more attention and engagement from their resellers on the facebook page. Further, it is of interest to explore how LR Denmark can support the resellers' sales and recruiting efforts through

Facebook, within the constraints as a subsidiary of an multinational corporation and without deterring consumers and other stakeholders that also can access this public space.

The objective of this thesis is therefore to provide recommendations for how LR Denmark can improve their current facebook marketing activities. In order to serve this objective, the following research questions will be investigated:

1. What are the constraints and challenges for LR Denmark's facebook marketing as a subsidiary of a Multinational Corporation and as a Direct Selling Company?
2. How can LR Denmark improve their facebook marketing to gain more visits, page likes and social engagement on their facebook brand page?
3. How can the LR resellers and their sales and recruitment efforts be supported with LR Denmark's facebook activities?

2 SOCIAL MEDIA

In order to understand the context of marketing through Facebook, this research will first review what social media is by defining the term itself and identifying related key terms and concepts.

It could be argued that, defining social media is like shooting at a moving target. With the constant and rapid changes in the online world, the different online services which can be defined as social media today, will very likely include additional and different services tomorrow. Schaffer (2013) shares this perspective and argues that there always is a continuous change in; who uses which social media, the way people use them, and the functionality provided by each social media channel (Schaffer, 2013, pg. 15). This implies that any social media plans must be subject of continuous review, and the plan must enable a company to respond to changes with agility and speed.

Social media is generally understood as a rather new concept and by the most recent definitions of social media, aspects of social media today can certainly be considered new. But the core function of social media as means of interaction between peers, cannot strictly speaking, be considered new. For example Wollan et al (2010) notes that social media is not a new phenomena per se, as people have shared their opinions and recommendations with others via two-way conversations for millennia. And in more recent times, people have done so via channels other than face-to-face such as letters, telephone and e-mail. However the authors do continue with the perspective that what is considered social media of today, is of "digital" nature (Wollan et al, 2010, Introduction). The view that social media is not new, is similarly shared by others such as Kaplan & Haenlein (2010) who argues that social media, as we understand it's purpose today, can be dated as far back as 1980 with the Usenet which was a worldwide discussion system that enabled Internet users to post public messages, and further in 1997, where Bruce and Susan Abelson created an online community site where people could connect and share their online diaries. The authors also argue that social media today can be seen as an expression of the internet going back to it's roots, where it originally was "a

platform to facilitate information exchange between users" (Kaplan & Haenlein, 2010, pg. 60).

Brown (2012) defines social media of today as a "collection of webpages and applications that are designed to allow users to interact with their friends" (Brown, 2012 pg. 19). Safko (2012) is in agreement, with the concise definition that "social media is the media we use to be social" (Safko, 2012, pg. 3). Wollan et al (2010) further outlines some additional specific characteristics of social media of today, and notes that social media:

- Enables one-to many or many to many conversations
- Contains content that is created and posted, by consumers of that content
- Is easy to use
- Is highly accessible and highly scalable
- Operates in real-time
- Is completely public and transparent
  (Wollan et al, 2010, Introduction.)

With these additional characteristics we get closer to the picture we see today, where people have easy access to social media via a plethora of user-friendly interfaces. This is unlike 20-40 years ago where the concept of everyone owning personal computer could still be seen as futuristic and unrealistic, as a couple of well-known and unfortunate quotes by tech industry leaders of that time bear witness to. A key point made clear with these characteristics of social media, is that social media enables a magnified word of mouth (WOM) effect, compared to WOM in the non-online world, where the word spreads slower and in a smaller scale. According to Cvijikj, Spiegler & Michahelles (2013), online WOM refers to:

> *"marketing techniques whose goal is the creation and transmission of persuasive marketing messages which are designed to be spread online and stimulate the consumers to talk positively about*

the brand, company or specific products and services" (Cvijikj et al, 2013, pg. 1325).

WOM is of interest to companies because consumers are highly influenced by WOM in their purchase decisions, and will also be much more likely to engage with a brand positively if they have seen a friend do the same (Hansson, Wrangmo & Søilen, 2013). Further, company driven WOM has also been shown to increase sales (Cvijikj et al, 2013). It is therefore a key objective for companies to achieve positive WOM, and especially through social media, due to the increased reach of online WOM which is enabled by social media technologies.

Most of the characteristics defined by Wollan et al (2010) are also included one of the most used definitions of social media in the recent academic literature on social media. This is the definition created by Kaplan & Haenlein (2010) where social media is described as:

> *"a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content" (Kaplan & Haenlein, 2010, pg. 61).*

The ideological foundations of Web 2.0 that Kaplan & Haenlein refer to in this definition, means that content is no longer published and controlled by individuals, or companies, but instead "continuously modified by all users in a participatory and collaborative fashion". The technological foundations refers to the technologies that enable this to be done in a user-friendly and synchronious manner in real time. Further, the term user generated content (UGC) refer to content which; is available to the public or to a selected group of people; is not direct copies of existing content; is not created with commercial motivations. (Kaplan & Haenlein, 2010, pg. 61.)

The last point does not entail that companies cannot use social media for commercial purposes, it merely suggests that social media is intended for non-commercial user generated content, i.e. UGC, and that content which is created

by a company to communicate a marketing message should not be considered UGC. Schaffer (2013) furthers this point, by noting that social media platforms originally were made for people to interact with each other, and not for companies to engage with people. The author however elaborates that this view is changing as people are beginning to use social media tools to find information about companies and brands and engage with them (Schaffer, 2013).

All of the above definitions on social media today share similar conclusive views, that a core feature of social media is, that it is based on digital media and that social media is designed for interaction, which is two-way interaction between peers, rather than from corporation to consumer.

Considering that the origins and the purpose of social media platforms are non-commercial, people may easily find approaches from companies via social media spaces intrusive. In social media users are essentially more selective in what they will accept to be exposed to, compared to what they will accept in traditional media channels when it comes to marketing communications.

Evans (2012) argues that people are used to interruptions from advertising in traditional media. For example in television, people have accepted that getting free or semi-free access to TV programmes "costs" some of their attention, however in the online world this same acceptance is not the case. The online space has experienced a backlash from people against unwanted claims on their attention. This has for example resulted in anti-email-spam legislation, along with a general sentiment that users "own" the internet, as the consumers has taken the control of who gets their attention and who deserves their trust. (Evans, 2012.) This is described further with the following paragraph:

> ”On the Social Web, interruptions do not result in a sustainable conversation. In their purest form, all conversations are participative and engaged in by choice. This simple premise goes a long way in explaining why interruption and deception on the Social Web are so violently rejected”. (Evans, 2012, pg. 7.)

In traditional media the generally accepted "payment" for content is our attention; whereas in online media we have taken control of our attention, but willingly pay with our privacy.

A social media channel is the overall type of social media channel, and the social media vehicle is the particular social media application (Luten & Solomon, 2015, pg. 28-29). To illuminate this distinction with an example, one can name Linkedin as a social media vehicle. And the social media vehicle Linkedin, belongs is in the social media channel called social networking sites. Social media channels has been classified into six overall categories, including blogs, collaborative projects, social networking sites, content communities, virtual social worlds, virtual game worlds (Kaplan & Haenlein, 2015). Instead of classifying social media channels, Luten & Solomon (2015) has taken it a step outwards by defining a framework of four overall zones of social media, where social media vehicles can belong to one or more zones and the authors argue that Facebook spans over all zones. The zones proposed are social communities, social publishing, social entertainment and social commerce, and all social media vehicles within these zones are "networked around relationships, technologically enabled, and based on the principles of shared participation" (Luten & Solomon, 2015, pg. 29). Each zone contains different social media channels or vehicles, but the activities and capabilities of some social media vehicles operate across these zones. So although each zone differs by the specific characteristics and primary purpose of the included vehicles, the framework allows for overlap. The capabilities and activities in social media vehicles can be allowed to spread over several zones, or change zones completely over time. Despite its fluidity, the framework by Luten & Solomon aids to illuminate the functions, requirements, risks and opportunities in social media, but the knowledge is tied to the separate capabilities and activities of the social media vehicle, instead of the characterization of the channel.

3 FACEBOOK MARKETING

Facebook was created by Mark Zuckerberg in 2004, and is argued to be the most successful social networking company in the world (Hansson, Wrangmo & Søilen, 2013). In simple terms, Facebook can be described as a social networking site which enables users to create and maintain a personal profile for the purpose of connecting and interacting with people, and sharing content and updates with them. Business can also engage with consumers in Facebook and according to Cvijikj et al (2013), Facebook offers 5 options for marketing:

- Facebook ads
- Facebook brand pages (most engagement options)
- Social Plugins
- Facebook Applications
- Sponsored Stories
  (Cvijikj et al, 2013)

Depending on the policies set by the page owner, people can engage on a brand page by:

- Posting on the wall
- Commenting on existing posts
- Indicating interest by liking
- Sharing posts
  (Cvijikj et al, 2013)

LR Denmark currently only utilizes the facebook brand page, and has disabled the function that could enable posts and reviews from visitors on the page.

3.1 Social media marketing as context to facebook marketing

Facebook marketing can be argued to be subordinate to social media marketing, because facebook marketing can be seen as social media marketing, that merely focuses on the one particular social media, Facebook. Social media marketing can thereby provide a context including concepts that

may be applicable and useful for Facebook marketing. Luten & Solomon (2015) defines social media marketing as:

> *"the utilization of social media technologies, channels, and software to create, communicate, deliver, and exchange offerings that have value for an organization's stakeholders" (Luten & Solomon, 2015, pg. 45-46).*

Hereby Luten & Solomon (2015) notes that social media marketing activities should seek to satisfy marketing objectives, in order to add value to an organization's stakeholders. Ashley & Tuten (2015), remark that social media can be a powerful tool for marketers to add this value, and they note that marketers use social media for a number of marketing objectives such as: research, customer relationship management, service, sales promotions and especially branding (Ashley & Tuten, 2015). Social media marketing particularly differs from traditional marketing, by the key drivers of success being social engagement and community constructed communications, or UGC, which enables an enhanced WOM communication (Campbell et al 2014).

Campbell et al (2014) has researched how consumers respond to social media marketing, and they have defined five segments based on behavioral factors, including brand engagement, purchase intention and WOM intentions; based on motivations for engagement including information, convenience and entertainment; and based on demographics including; age, gender, education, income and smartphone ownership. Campbell et al has through this research devised the following 5 segments:

- Passives, which according to the research constitute 29%, are not driven by social media marketing, and their levels of brand engagement, WOM intentions and intention to purchase is unaffected by social media marketing. People in this segment are motivated by entertainment, and convenience, and are likely male in gender.

- Talkers constitute 28%, and they are high in brand engagement and WOM, but lower on purchase intention, and they are highly motivated by information.

- Hesitants constitute 24%, and similar to the Passives their response to social media marketing is relatively low in all behavioral factors, and the results indicate that they do not care about brands or want to engage with brands on social media, as motivation factors are also low. They are generally older and are likely male in gender.

- Actives constitute 10%, and they show the highest levels of brand engagement, WOM intentions and intention to purchase. They are further high in all motivation factors, and are motivated to engage by information, shopping enjoyment and convenience, and are likely younger and female.

- Averse constitute 9% and display extremely low scores across all factors, and are not affected by social media marketing at all. This segment is only motivated by convenience, and fall in the 25-29 year age group.

The research found no clear pattern considering the income and educational variables for segmenting responses to social media marketing. However gender and age, along with the motivation factors of information and entertainment, were found to be very important in defining the segments and predicting brand engagement, WOM intentions and purchase intention. Campbell et al (2014.)

Luten & Solomon (2015) suggest that when companies use social media, their marketing strategy should include a detailed social media marketing plan, in a similar manner as it would include an advertising plan as part of the overall promotional strategy (Luten & Solomon, 2015, pg 75). Luten & Solomon (2015) further define seven key components of a social media plan, which include situation analysis, objectives, target audience, social media mix, experience strategy, activation plan and managing and measuring.

The situation analysis researches the industry, competitors, product category, and the consumer market, and evaluates the company's internal and external environment in order to devise a Social Media SWOT analysis to determine the

key strengths, weaknesses, opportunities and threats that the company will face in their social media activities. A social media audit, which specifically researches how the brand is experienced in social media, is included. In order to avoid expending resources on social media activities what will not serve the company's goals, it is crucial to define objectives for the social marketing plan. So the next step is to determine these objectives, and consider the financial and human resources that are available to meet the objectives. (Luten & Solomon, 2015.)

The target audience should be selected, and a social media profile of the target audience should be created with insights into the relevant characteristics and habits offline and online, as this will help to determine how to reach and communicate with the audience effectively and in a meaningful and relevant way through social media activities. (Luten & Solomon, 2015.)

The social media mix is designed based on the social media zones and vehicles that will be appropriate to meet the set objectives and reach the targeted audience, within the restraints of the company's available resources (Luten & Solomon, 2015).

The experience strategy defines a coherent and integrated plan to motivate the target audience to engage, participate and enhance the reach of our efforts through online WOM. This includes the message and the online brand persona of the company, the types and timing of activities, and the content that will be created for the selected social media zones and vehicles. The experience strategy should enhance and extend existing promotional strategies, and the existing promotional activities should likewise support the social media plan, by for example including references to activities in social media. (Luten & Solomon, 2015.)

The activation plan determines how to execute the plan, and answers questions of how to make it happen, who does what, and when. Further, a budget is established and policies and guidelines are defined to ensure that the social

media activities stay consistent with the company's overall marketing and promotional plans. (Luten & Solomon, 2015.)

Managing and measuring involves plans for how the performance will be managed and measured on a continuous basis. This for example includes plans for staffing, plans for content development and setting time horizons for the previously defined objectives and determining how to provide benefits to users with an ongoing stream of relevant fresh content. (Luten & Solomon, 2015.)

3.1.1 Engagement in Brand Communities

Engagement in brand communities is a crucial determinant of success for marketing activities in Facebook (Campbell et al 2014). (Cvijikj et al, 2013) has reviewed the literature on customer engagement in brand communities, and found that the key marketing objectives listed below, can be achieved through customer engagement; and further that these factors have been shown to have a significant importance for companies to increase profitability:

- Satisfaction
- Commitment and emotional attachment to the brand
- Customer empowerment
- Consumer value
- Trust
- Loyalty

Dessart, Veloutsou & Morgan-Thomas (2015) has devised a framework that conceptualizes the drivers, the dimensions and the focus and outcome of community brand engagement, and particularly the research on the dimensions and focus object. The authors argue that there are two engagement objects, which focus on when people engage in brand communities. On the one hand, people focus on the interaction with the brand, and on the other hand they focus on the interaction with other individuals participating in the brand community - and the latter can be a considerable, yet often overlooked, influence on the brand itself. (Dessart et al. 2015.)

This observation is important for companies when they devise a social media marketing plan, as it emphasises that the brand should not only facilitate communication between the company and the audience in their social media channels, but that they also should facilitate and encourage communication between members of their audience, as this participation leads to user generated content, which in turn adds value and thereby motivates more people to participate and engage.

The framework by Dessart et al. further outlines three dimensions of engagement, which can explain the deeper nature and meaning in brand engagement in social media. The first dimension is affective engagement, which refers to how the engagement with the brand and the brand community provides excitement or pleasure either from interactions due to the intrinsic enthusiasm about the brand, or through enjoyment from liking, sharing or commenting and receiving comments from peers. The second dimension, which is termed cognitive engagement refers to how engaging in the brand community can be the source of voluntary sustained attention or even can create a state of absorption where people find they are unable to stop engaging. The third dimension is behavioural engagement, which refers to the motivation to endorse, provide and share resources, input and information, and on the other hand learning by seeking and gaining this input and information. (Dessart et al, 2015.)

3.1.2 Motivational drivers of Engagement

Concerning drivers of brand engagement, Davis, Piven & Breazeale (2014) has developed the five sources model, which can be used to identify how a company can motivate and enhance engagement in social media. These drivers are:

- Functional brand consumption
- Emotional brand consumption
- Self-oriented brand consumption
- Social brand consumption

- Relational brand consumption

According to Davis et al (2014), when consumers are motivated by functional brand consumption to engage with companies in social media, they may aim to resolve particular issues, or inquiries; wish to evaluate the company's service or products prior to purchase; or want access to good offers or giveaways. When emotional brand consumption is the driver, the motivation may be alleviation of personal problems when the engagement provides relief. It can also be to feel privileged, recognized and valued by engaging; or it can simply be to escape reality or to satisfy curiosity. With self-oriented brand consumption consumers seek self-actualization; self-perception enhancement by engaging in activities that enhance their self-image; or they seek self-branding by engaging in activities that enhance their image with others. In social brand consumption the motivation may be to exchange experiences; feel attachment with a community; extend personal networks; or to engage in social interactions. Relational brand consumption refers to when consumers desire to engage with the brand. This can for example entail that they want to participate in co-creation of the service offering, that they wish to experience a more personalized brand interaction and want to get to know the people behind the brand. Davis et al (2014.)

3.1.3 Content to enhance Engagement

Although most companies today maintain a presence in Facebook, many companies underutilize this channel by not publishing enough relevant content, and hereby miss out on opportunities to build brand relationships with their customers (Kim, Spiller & Hettche, 2015).

Kim et al (2015) argue that the implemented functions of liking, sharing and commenting in Facebook, form good measurement tools to measure how consumers respond to published content, and can be used to measure consumer-brand interaction. In their research, Kim et al (2015) compare the number of likes, shares and comments of posts to media types and content orientations of facebook posts within different brand categories (Kim et al, 2015).

The intent of the content has a significant influence on the degree of consumer-brand interaction in Facebook, and Kim et al propose three content types, i.e. orientations, that can be applied to social media, which are task-orientation, interaction-orientation, and self-orientation. Task orientated content primarily has the intent to drive sales and generate revenue, and can in Facebook take the form of sales promotions, advertisements, product or service announcements. With interaction-orientated content, the intend is to enhance customer engagement and does not necessairily include a branding or promotional message. In Facebook interaction-orientated content can include publishing content from non-brand sources, conversational posts and talks, inspiring or entertaining posts, celebrations, highlights of fans and direct requests for the customer to engage through liking, commenting or sharing. Self-orientated content focus on the brand identity with the intent to spread brand awareness and can include news, information or stories about the company or its products, events sponsored by the company, or content focusing the people behind the company. The research conclude that task-oriented posts received more likes, comments and shares than content with interaction and self orientation, and further, that there were no difference between in the responses to interaction- and self-oriented posts. (Kim et al, 2015.)

The motivations to engage with a brand in social media has been shown be influenced by, whether a company is operating in the Business-to-Business (B2B) or Business-to-Consumer (B2C) market, and there has been shown to be a difference in the kinds of content that most effectively generate interaction. Comparing to B2C brand pages with B2B brand pages, B2B pages has been shown to generate interaction more effectively with content focused on the corporate brand, and less with direct calls to purchase which generates interaction in B2C. (Kim, Spiller & Hettche, 2015.)

As all products are sold to registrered resellers, LR Denmark could be considered a B2B company. It could therefore be assumed that content focused on the corporate brand may receive more positive interaction from the company's facebook page users, who are primarily the resellers. However, LR

Denmark is a peculiar company that cannot be directly classified as B2B. LR Denmark's resellers can be categorized as micro companies which usually consist of no more than 1 or 2 persons, and therefore may be likely to display more consumer based behavior in social media. Further, many of the people who are registered resellers, consider themselves as consumers, and could therefore also be assumed to respond more favourable to social media content tailored according to B2C rather than B2B. In the case of LR Denmark, it is therefore worth finding out, how their registrered resellers categorize themselves, to determine if this category can be observed to influence what kind of content is preferred.

Concerning the influence of media type on consumer-brand interaction, visual content like picture and video content drive more consumer interactions in the form of comments, shares and likes than text-based content, but video content generates fewer interactions that picture content (Kim et al, 2015). In the case of LR Denmark, it is then clear that it will be necessary to have a continueous source of visual content, especially images, that can be added to facebook posts in order for LR Denmark to gain more comments, shares and likes.

4 CONSTRAINTS AND CHALLENGES FOR LR DENMARK'S FACEBOOK ACTIVITES

4.1 Challenges due to the direct selling model

In the direct selling model, most of the sales and promotion efforts of direct selling companies are left in the hands of the resellers. With the increased ease and possibilities for resellers to use online tools in their sales efforts, it has become harder for direct selling companies to manage their brand identity in the online space. This is evident in the fact, that both LR Denmark and other direct selling companies on the Danish market seem to have an unclear and fragmented brand expression online, and potential customers essentially need to know where to go, to run into the right brand expression. Among other things

official facebook profiles are not easily found in social media, as they are easily lost amongst the many unofficial LR-related profiles created by resellers. The quality of these sites and their alignment with the core brand identity varies greatly. The online sites can either have identities that are too close to LR's brand and not clearly differing enough from it, which may leave confusion about their role as resellers, or alternatively, the expression of the sites can also be too far from the brand identity, putting the products of the manufacturer in a setting where it does not belong, which could then hurt or confuse the brand identity.

An interesting challenge with a public facebook brand page for a direct selling company like LR Denmark, is who they should target with their marketing communications in this public space. Should they target current resellers, potential resellers, current consumers, potential consumers, or all of these. The resellers can range from people who devote their entire lives to running their LR business, to people who are registered as resellers, but just consider themselves premium customers with access to cheaper prices. The information requirements and motives to engage on a facebook brand page may vary greatly between these different target groups, and not only may they vary, some information may also attract one group but strongly deter another group.

4.2   Constraints due to LR Denmark's international background

As LR Denmark is a subsidiary of the international company LR Health & Beauty Systems, it is relevant to consider how LR Denmark's role as a subsidiary influences how LR Denmark's can conduct facebook activites, and how LR Denmark can achieve local facebook marketing objectives, while remaining aligned with the international brand strategies.

LR Health & Beauty is a highly internationalized company with its roots and headquarters in Ahlen Germany and the company now has subsidiaries in 27 countries across Europe and Russia. In terms of social media, each subsidiary has their own facebook page, and then there is an international facebook page, where the content is provided in English. The facebook page for LR Health &

Beauty Germany seems to be prioritized, as freshly developed visual content is provided on an almost daily basis on the German subsidiary page, which is rarely the case for the international or subsidiary facebook pages.

The social media activities of LR Denmark should be conducted in a way that is in line with the international brand and marketing strategies. LR Health & Beauty maintains an international brand, which is an approach that according to Hollensen (2008, pg. 230), is suitable for the company's focus on high quality and a good reputation.

The emphasis of LR Health & Beauty's brand identity intends to convey quality, reputability, opportunity, independence and achievement. LR's products are described as German high quality and premium products, and endorsment by well-known celebrities, for example Bruce Willis, is a core strategy to enhance this image. The company motto "More quality for your life", is intended to reflect the company's commitment to high quality and performance of the products, as well as the opportunities provided by the the direct selling business model to improve one's life and achieve financial independence. (LR Health & Beauty, Press Release, Review 2014.)

Although the brand is communicated the same way across countries, LR Health & Beauty utilizes a promotion adaptation mode as defined by Hollensen (2008, pg. 307), because the company maintains a standardized product across different countries, but lets the promotion be adapted to local needs. The parent company initiates most promotional campaigns and supplies some standardized visual content that may be used for the subsidiaries' facebook brand pages. Aside from this, there are no provided directions or objectives for the subsidiaries' use of Facebook, although the guideline is that the brand identity should be maintained, and information which is strictly intended for resellers only, should not be made public via social media. It is then left in the hands of the marketing departments of the individual subsidiaries to adapt the supplied content and create own content and campaigns to achieve local marketing objectives, under the supervision and direction of the National Sales Manager and Scandinavian Manager.

Aside from being present in Facebook, LR Health & Beauty maintains profiles in other social media channels including Twitter, Xing, LinkedIn, Youtube and Instagram, and develops mostly German, but also English content for these channels. These existing resources are currently not used by LR Denmark due to the language barrier, however it may be an avenue worth exploring despite this barrier, to provide more vivid and useful content on LR Denmark's facebook page.

Considering LR Health & Beauty's emphasis on maintaining a strong international brand and at the same time utilizing promotion adaptation choices, the right degree of standardization versus adaptation should be applied to LR Denmark's marketing communications.

Okazaki & Taylor (2013) notes that cultural factors can influence how social media campaigns are received by the target audiences in different contries which are culturally diverse. He exemplifies this referring to the cultural dimensions defined by Geert Hofstede. The differences between German and Danish culture can hereby be argued to have an impact on the effectiveness of social media campaigns by LR Health & Beauty, considering the German background of the company and the fact that most campaigns and visual content are supplied from the German company.

Germany and Denmark differ particularly along three of the national culture dimensions; masculinity vs. femininity, uncertainty avoidance and long vs. short term orientation; and to a lesser degree along the power distance and indulgence dimensions (The Hofstede Centre, 2015). Especially masculinity vs. femininity, power distance and indulgence can be argued to influence communications via social media. Denmark has an exceptional low score in power distance, which implies an egalitarian culture where the power is decentralized and communication is collegial and informal (The Hofstede Centre, 2015). The generally more formal content and formal tone provided by the German mother company, may not be optimal to facilitate engagement by the users in the LR Denmark's facebook page, as the users may be deterred by a tone that signals inequality. In the masculinity dimension Germany is very

high, and it signifies a culture where competition, achievement and success are high motivators, which is opposed to the Feminine mindset in the Danish culture where the motivators are quality of life and caring for others, and standing out is not admirable (The Hofstede Centre, 2015). LR Health & Beauty is a company, whose brand and business model entails all of the masculine dimensions very categorically, which can make it difficult to communicate the brand identity well via Facebook. On the one hand, the communications in LR Denmark's facebook page need to be in tune with the overall brand identity and achievement focused business model, on the other hand, communications should avoid to emphasize these masculine aspects to avoid people rejecting the brand because they cannot identify with it. The final differing dimension that can be argued to be relevant for LR Denmark' activities on the facebook page, is the difference along the indulgence dimension. This dimension refers to the extent people control their desires and impulses with regards to enjoyment and fun (The Hofstede Centre, 2015). Denmark has a high score in this dimension which may indicate that Danes may be more motivated to engage on brand pages based on entertaining content, and significantly more so than the German counterparts, whom the majority of the content provided by LR Health & Beauty is designed for.

5 RESEARCH METHODS

5.1 Data collection

Information will be collected from both primary and secondary sources for this research, however the secondary sources will only consist of general statistics on social media usage which will be used to validate or enhance the analysis.

The data collection from primary sources, has so far been done through observation of current social media activities on the facebook pages of LR Denmark, other LR divisions, and the competitor Forever Living, and further observations on how facebook marketing is directed, managed and executed within the company, which were collected while working for the company. In the following analysis a mixed method online questionnaire that features both quantitative and qualitative questions will be used. The core objective for the questionnaire will be to review the value and use of the current activities on LR Health & Beauty Danmarks facebook brand page, and to explore insights into how the pages activities can be improved. This partly involves observations of the activities on made the facebook brand page and partly involves a questionnaire that will be sent by email to the company's resellers and customers.

5.2 Sampling

The total population for the questionnaire includes registered resellers in LR Denmark who are active users of Facebook. The sample consisted of a mailinglist of 6127 recipients, which resellers are added to when they register with LR Denmark. However, it cannot be claimed that the list contains all resellers, as it is possible to unsubscribe from the mailinglist, and further people may have changed their emails at any point past the registration time and may not have been resubscribed to the list. Another factor to consider is that only 1/3 of the recipients in the mailinglist open emails from LR, and LR considers them as inactive. However, even with this significant drop in active sample size, it can

be argued that the sample can be considered a reasonably reliable sample of the population, as it may be reasonably assumed that the inactive people on the mailinglist are statistically random, and that they do not share any underlying and particular characteristics which are significant in this research.

5.3   Questionnaire design

The questionnaire was designed with reference to the concepts provided in the literature review, especially on drivers and motivations of engagement. An overview of the questionnaire design is displayed below:

Table 1 Questionaire Design

#	Question	Type	Options
1	How much do you use Facebook?	Multiple choice – Select one	Don't use Every Day 2-3 times a week Once a week A few times a month Once a month Less than once a month
2	Gender	Multiple choice – Select one	Male Female
3	Age	Text Input – Free text	-
4	How big of a share of the LR products that you buy, do you resell?	Dropdown – Select one	100 % Approx. 90 % Approx. 75 % Approx. 50 % Approx. 25 % Approx. 10 % 0% I don't buy LR products
5	How are you notified about posts on LR Denmark Facebook?	Multiple choice	Directly on the LR Denmark Facebook page Through friends posts and shared posts On my start page Through notifications I never see any posts from LR Denmark By other means?
6	Would you generally like to see more from LR Denmark on Facebook?	Multiple choice	Yes, more No, less No, it is fine as it is
7	How many of the different posts from LR Denmark do you choose to …	Dropdown – Select one	Check more closely Ignore Hide Like Share Comment
8	Based on your usage of Facebook, how often do you visit the LR Denmark Facebook page?	Multiple choice – Select one	Every time I use Facebook Very often Often Rarely Very rarely Never
9	Have you chosen to "Like" LR Denmark's Facebook page?	Multiple choice – Select one	Yes No
10	How often do you think that LR Denmark should publish new posts, assuming that most of the posts are interesting to you?	Multiple choice – Select one	More than twice a day Twice a day Once a day 2-3 times per week Less than 2 times per week

11	On LR Denmark's Facebook page, do you think that there generally are …	Multiple choice – Select one	Too many posts Too few posts I am happy with the amount of posts I don't know
12	On LR Denmark's Facebook page, do you think that there generally is …	Multiple choice – Select one	Too much activity Too little activity I am happy with the amount of activity I don't know
13	Which activities will or would make you visit LR Denmark's Facebook page? (you can choose more than one answer)	Multiple choice	Comments and activity between users Comments from LR Customer reviews or customer accounts Stories about being an LR reseller Competitions None of the above
14	What content from LR will or would make you visit LR Denmark's Facebook page? (you can choose more than one answer)	Multiple choice	Product information and news Health and lifestyle tips Beauty tips Guides and tips on using LR products Offers and discounts Information about LR as a company None of the above
15	Which additional content will or would make you visit LR Denmark's Facebook page? (you can choose more than one answer)	Multiple choice	Posts which motivate and inspire me Posts that develop my abilities as an LR reseller News from the media or organizations about direct sales Articles from the media and research that are relevant to LR's products Entertaining content None of the above
16	Do you see yourself as an LR reseller?	Multiple choice – Select one	Yes Yes, I am both reseller and customer No, I am a customer
17	How do you use Facebook as an LR reseller?	Text Input – Free text	
18	How can LR Denmark's Facebook page better support you as an LR reseller?	Text Input – Free text	
19	Do you have any comments, or something you would want LR Denmark to do different in regards to our activities on Facebook?	Text Input – Free text	

6 ANALYSIS OF QUESTIONNAIRE RESULTS

This section will analyse the data which was collected with the questionnaire developed in the previous section.

6.1 Collected responses

The survey was successfully distributed LR Denmark's resellers via email. In the description of the survey in the email, it was made clear that the survey was intended for people using Facebook and the objective of the survey was to improve the activities of LR Health & Beauty Denmark on Facebook. It was further noted that the survey could be answered, without knowledge of LR Denmark's current facebook activities.

In the timeframe the survey was open, approximately 2140 respondents had opened the email invitation to the survey, which is close to the usual amount of opened emails on LR Denmark's mailing list, and the remaining 3860 of the sample will be considered unreachable.

The survey was open for 3 days, and a total of 189 responses were collected. 9,5% of the responses were ineligible, with the remaining 171 responses that were eligible, 78,4% of the eligible responses completed the entire survey. 83% of the eligible responses completed minimum 85% percent of the survey including question 16. The answers from these 83% respondents who completed the survey up until question 16 are included in the results, as the remaining 3 questions are exploratory questions that will not be used in correlation with the answers to other questions. The remaining 17% incomplete answers in the eligible responses will be included in the results of open questions, as they may serve to answer exploratory objectives for the research, and will further be included when the question variables are analysed in isolation from other questions. They will however be excluded when data is correlated between variables in different questions, as lack of data from missed questions may distort the results.

In order to assess how many in the sample that will have been ineligible to take the survey as they will not have been facebook users, recent research on social media usage in Denmark can be applied as there should not be any relevant differences in the social media usage of LR resellers and costumers versus the general Danish population. The research show that 95 % of the danish population in the age of 16-89 have a facebook profile, that 73 % of the Danish population use Facebook atleast once a month, and that 53 % use Facebook daily (Steentoft, 2015). As the target population consists of active facebook users who use Facebook atleast once a month, the number of respondents who can be assumed to have been ineligble for the questionnaire amounts to 27% or 1620 respondents of the whole population. The number of active facebook users amonst LR Denmark's customers and resellers will likely be even lower than in the general Danish population, as the average age of LR resellers is comparatively high.

The active response rate can hereby be calculated as:

$$\frac{189}{6127 - 3860 - 1620} = 29,2\%$$

A contributing factor to this comparatively low response rate may be that only a few weeks prior to this survey, the company had run an extensive 90 question survey by email, and many potential respondents may have felt that they have already said what they wanted to say and feel they have contributed enough. In addition the previous survey may also have negatively influenced the trust in the company when it comes to surveys, as it was stated in the invitation for the previous survey, that it would only take 5 minutes, although it could not be done in less than 20 minutes.

A final factor influencing the degree to which the responses are representative of the population, is response bias. Certain respondents with a higher invested interest in LR, for example people who devote more time to reselling products or recruiting, may be more inclined to answer as they may feel they are contributing out of their own interests, and further repondents who use facebook more frequently or already know LR Denmark's facebook page, will be more

inclined to answer as they may feel they have more input to offer on a survey about Facebook.

6.2 Results of the questionnaire responses

6.2.1 Q1: Facebook usage

The main purpose of the first question was to ensure that the respondents were qualified to answer the survey, and if a respondent answered that they did not use facebook, they were redirected to the final page and excluded from answering the remaining questions in the survey. The other purpose of this question was to provide an indication of how extensively the respondents use Facebook.

Despite the fact that it was made clear that the survey was intended for facebook users, 9% of the respondents answered that they did not use Facebook and they were disqualified from the survey. The vast majority, 76% of the respondents use Facebook daily, 11% use Facebook 2-3 times a week, 2% use Facebook once a week, and the remaining 2% use Facebook less than once a week.

6.2.2 Q2 Gender & Q3 Age

The purpose of these questions were to provide basic demographic data to use in the analysis. 24% of the respondents were male, and 76% were female. The average age of the respondents was 50 years of age regardless of gender. The youngest respondent was 20 and the oldest respondent was 80 years of age.

6.2.3 Q4 Share of purchases resold & Q16 Reseller or customer

The objective of both of these questions were to determine if the respondents motivation to engage on Facebook could be characterized as those of a reseller or those of a consumer.

These questions are very important, as it can be assumed that people who consider themselves resellers will have been more likely to take the survey, as they by default are more interested in information from LR, and also will have an interest in contributing by answering the survey. Further it may be assumed that the needs in each group differ in some areas, which means that it will be necessary to factor in the status of the respondents as resellers or customers in the analysis of some of the surveys datasets.

The survey data can therefore be representative of the population concerning the needs of each group, but the data from each group cannot be correlated against each other in terms of relative volume, and they can only be used together in when the responses in each group may be assumed to be unaffected by the respondent being a reseller or not.

In question 4 the respondents were asked to estimate how large a share of the LR products they bought, they would resell. 165 respondents answered this question. An objective for this question, was to enable this research to be easily combined the the larger general satisfaction survey that LR Denmark had conducted some weeks earlier, as this same question also was used in the previous survey. 4 respondents (2,5%) answered that they did not buy LR products, and as all respondents in the sample have bought LR products, at least at one time, these 4 respondents have in all likelihood been customers who have not bought anything from LR for a long time, and can be considered as inactive customers. 30% answered that they did not resell anything.

The remaining 67,5% of the respondents resell a share of their purchases, and on average they resell 26% of their purchases.

Although, question 5 indicates whether the respondent resells some of the bought products, and thereby is an indication of whether the respondent can objectively be considered a reseller; this does not necessarily mean that the respondent considers him or herself as a reseller and will have the same needs as a person who considers him or herself a reseller and devotes time and effort to selling products.

Therefore question 16 was devised to ask whether the respondent saw him or herself as a reseller a customer or both. 9% considered themselves as resellers, 37% as customers and 54% as both. The perspective which will be used in this research to determine a respondents status as reseller or consumer, is whether the respondent sees him or herself as a reseller to any degree. On that note 63% of the respondents are consider themselves resellers, and are expected to exhibit behavior and motivation as a resellers, and the 37% who considers themselves as consumers, are then expected to be driven by consumer based motivations and behavior. The following results will indicate to which degree this expectation is fulfilled.

6.2.4 Q5 Awareness of posts on LR Denmark's facebook brand page

This question was devised in order to determine how well and through what means LR Denmark actually get their messages via facebook posts through to the audience, and the question was how the respondents were made aware of posts on LR Denmark's facebook page.

49% of the respondents checked that they were made aware of on posts on LR Denmark's facebook page and 25% of the respondents had chosen only this option. The 25% who chose this option alone, indicate that 25% of the respondents may have to seek out LR Denmark's facebook page directly to see LR Denmark's posts, and may therefore not be successfully reached through the integrated functions provided by Facebook. 25% of the respondents had selected that they never see any posts from LR Denmark and 10,5% of the respondents had chosen the "by other means" option, and 6,5% had through the comments indicated that they were made aware of posts from LR Denmark's facebook page via email.

6.2.5 Q6 Interest in seeing more of LR Denmark in Facebook

It is somewhat surprising that a whole of 60 % of the respondents were interested in seeing more from LR Denmark in Facebook. 39,5% were satisfied with how much they saw of LR Denmark in Facebook, and only 0,5%, i.e 1

respondent, wanted to see less. The findings from Question 5 should however be considered here. It is highly relevant that 27% never see any posts from LR, and then it may be quite logical these respondents would want to see more, if nothing else then from curiosity. Further this effect is likely enhanced by an assumed response bias the survey, as it is very likely that people who are interested in engaging or getting information from LR Denmark via Facebook, also will have been more inclined to chose to answer the survey in the first place. The exact influence of the results from this response bias is not possible to assess with the data in this survey, but it may be possible using the results from the aforementioned larger customer satisfaction survey that LR Denmark had run previously, as that survey did not exclude non-facebook users. The results of that survey are however not available at this time.

Nonetheless, it is possible to account for those who never see any posts from LR Denmark, and excluding these 25%, a total of 119 respondents answered question 6. Of these responses, 56% answered that they would like to see more, 44% answered that it was fine as it is, and 1% respondent wanted less.

6.2.6 Q7 Interaction with facebook posts from LR Denmark

The purpose of this question was to determine the quality of the posts that people see from LR. The question excluded the respondents who had previously stated that they did not see any posts from LR Denmark. The approach to answering this question was based on behavior instead of asking the respondents of their opinion, as behavior may be considered a more objective measure. So, the respondents where asked how many of the posts they saw from LR Denmark that they interacted or reacted in certain ways. Unfortunately this question was perhaps not very user friendly and 13 respondents dropped out of the survey at this point. Further some respondents only filled in some of the dropdowns, why the results listed below take note of how many respondents provided an answer for a particular behavior.

Based on these answers we can however, note that when people see posts from LR, the posts are, by peoples own account, on average:

Checked more closely 52% of the time (102 responses)

- Ignored 10% of the time (78 responses)
- Hidden 2% of the time (75 responses)
- Liked 52% of the time (85 responses)
- Shared 30% of the time (78 responses)
- Commented on 9% of the time (78 responses)

It is relevant to consider that the posts published by LR, rarely gain much direct engagement in forms that is displayed as likes, shares or comments directly, in fact the likes rarely reach more than 15, shares rarely more than 5, and comments are a rarity. So, it may be that this data is not valid to display the actual behavior people have, as they could have over- or understated their behavior. In general we may better remember the things we do, rather than what we don't do. Also people tend to view themselves in a positive light, and as doing positive things, which may influence that they overstate the positive behavior. Although these factors probably have affected the data to some degree, there may very well be another explanation for this disreprancy between what people say they do, and what LR Denmark can see that they do - and in fact, even results within this research indicates this. Many of the resellers who have answered the open questions 17 and 18 about how the resellers use Facebook in their LR business and how they want LR Denmark to assist them via Facebook, have said that they share the posts made on LR Denmark's page, and one respondent even directly said that she makes the posts like her own posts. So the question, whether the resellers who share these posts, do this by other means than by using the inbuild facebook sharing option. They may for example download the picture posts, copy paste updates and links, instead of sharing. So sharing, liking, commenting, exposure, and other metrics of engagement, may simply not be seen correctly in LR Denmark's facebook statistics, and more importantly, this way of using the posts, do not drive further activity and engagement back to LR Denmark's page. This is very valuable information for LR Denmark, as it raises questions of what actions LR should do to on the one hand keep supporting the efforts of the resellers, and on the other

hand, ensure that LR Denmark's own facebook strategies succesfully drive engagement.

6.2.7 Q8 Direct visits to LR Denmark's facebook page & Q9 Page likes

Due to the vast amounts of posts and notifications that people in general receive through their facebook newsfeeds, posts from LR Denmark, may very easily be missed. It is therefore of interest to LR Denmark that people choose to visit the facebook page directly, as it is often important information that is posted there. This can for example be announcements of events to educate resellers and inform about new products, which are of key importance for the development of sales in a direct selling company. Further, it is a potentially very effective and efficient means to provide timely information to resellers and customers. To the question of how often the respondent visited LR Denmark's facebook page the answer 32 % were in the often categories, and 68 % were in the categories indicating rarely.

Likes on of the page are also of key importance, not does likes increase the range of LR Denmark's branding efforts as the friends of people who like a page, will be notified of this, but it also enhances the chances that people will see posts from LR Denmark in their newsfeeds, although Facebook has changed their algoritms in recent years, so it takes significantly more engagement that just liking a page for posts to occur organically in a users Newsfeed, and companies can chose to pay to boost their posts. Currently there are 1901 likes LR Denmark's page. 68% of the repondents had answered that they had liked LR Denmark's page, and 32% had answered that they had not.

The open question of why the respondent had either liked or not liked LR Denmark's facebook page, was analysed using coding scheme devised after collection. For repondents that had liked LR Denmark's page, the answers to the question of why they had liked LR's page were to get offers (5,7%), get information (28%), membership of LR (8,6%), like page (5,7%), like products (25,7%), like brand (5,7%), or desire to promote brand (20%).

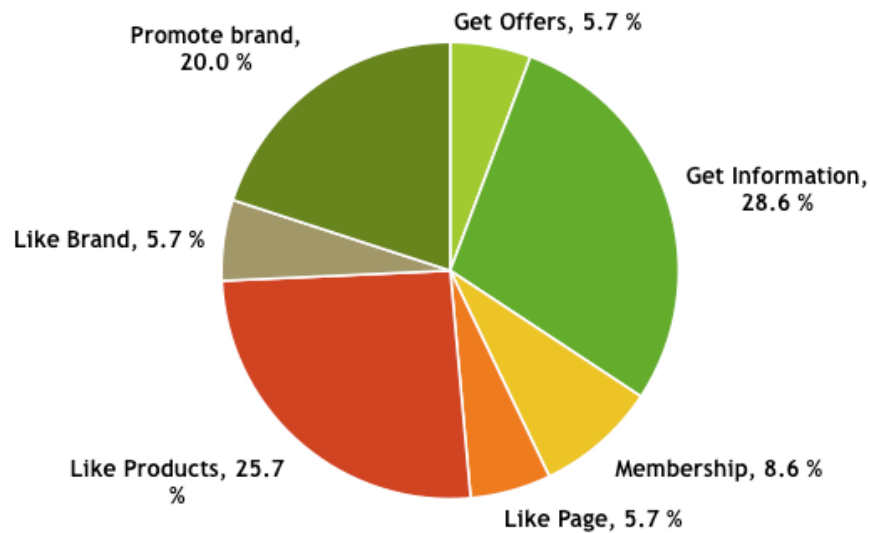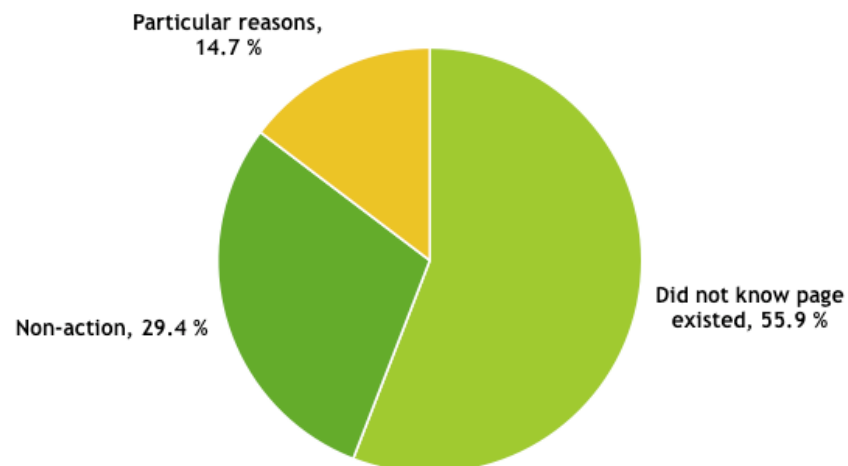Figure 1 Reasons for liking LR Denmark's facebook page (percentage of answers that liked)

Figure 2 Reasons for not liking LR Denmark's facebook page (percentage of answers that did not like)

For repondents that had not liked LR Denmark's page, the answers to the question of why they had chosen not to Like LR Denmark's page 3 categories where identified as: did not know LR's facebook page existed (55,9%), Non-

action by not having visited the page or through about liking the page (29,4%), and finally particular reasons for choosing not to like the page (14,7%), which were distributed between not wanting ads in Facebook, a principle of not liking pages, or other particular reasons. The number of respondents who indicated that they had not liked the page due to not knowing of the page consisted of 11% of all responses.

6.2.8   Q10 & Q11 Frequency of posts on facebook page

Question 10 about how often LR Denmark should post on their page, was only asked of people who had indicated in Question 8 that they had visited the page. Of those 52% had indicated that they wanted to see posts 2-3 times a week, 22% indicated less than 2 times a week, and the remained 26% indicated more than 3 times a week. In quetion 11 about asking whether the respondents though of the frequency of posts on LR Denmark's facebook page. Of the qualified respondents 49% had indicated that they were happy with the amount of posts, 16% though there were too few, 1% too many, and the remaining 34% indicated that they did not know.

6.2.9   Q12, Q13, Q14 & Q15 Activity and Content on facebook page

The agregated data in these questions does not emphasize much in terms of particular preferences of content and activity and they were wanted by between 13-25% of the respondents. The results for most content and activity were average compared to eachother. However, by collecting the different variables into clusters based on the earlier reviewed content orientations, task, self and interaction orientation, it might be possible to further explore whether the respondents prefer one content orientation over another. The same holds true for the concepts of brand page consumption, and it interesting result may also be gathered from exploring whether answers are more indicative of focus on brand or community. This will not be explored now, but can be furthered in future research.

6.2.10 Q17 & Q18 Resellers use of Facebook and how LR can support them

82 respondents who considered themselves resellers answered question 17 about their use of Facebook for their LR business. 36 (44%) of these indicated that they did use Facebook for their LR business. A number of ways where brought up, but the most used ways where to share or create posts to promote sales, announce and send out invitations for events, and communicate with their customers and other LR resellers in their up or downline.

The points in table 2 were made by the resellers in question 18 about how LR can support the resellers' sales and recruiting efforts via Facebook.

Table 2 Points made about how LR Denmark can support resellers

Sharable posts	13
Offers	10
Visual content	9
Communicate product benefits	9
Detailed product information	7
Product guides and tips	5
Facilitate sales leads and networking	5
Sales tips and education	3
News	3
Promote brand	3
Motivating posts and ideas	2
Free sales articles	1
User experiences	1
Reseller experiences	1
Competitions	1
More events	1
Promote LR's service	1
Promote business opportunity	1
Not pyramidscheme	1

All points have their own validity for this reseach as this question was purposed to explore ideas, and all points may have potential. However, it is worth highlighting the points that were frequently made. The resellers often asked for sharable posts, mostly visual content, that either featured offers or asked for more sharable information about product benefits or product information and guides. It was also requested that LR could facilitate networking through the facebook page.

7 CONCLUSIONS & RECOMMENDATIONS

The first research question was concerned with the constraints and challenges that LR Denmark faces in their facebook marketing. As the LR Denmark is a subsidiary of a multinational corporation that maintains an international brand, LR must conduct their facebook marketing in a way that reflects the brand identity, which for example is incorporated in the tag line "More quality for your life". This means that LR Denmark must ensure that communications through Facebook enforce the positioning of LR as a company that sells premium products of German high quality, provides opportunities for independence, conduct fair practices, and strives for, and acknowledges, achievement. However, considering the cultural differences between Denmark and Germany, it is advisable moderate communications that emphasizes achievement, and the tone of the facebook content provided from Germany may need to be adapted to be slightly more on level with the recipients, without confusing the brand identity. As a direct selling company there are challenges in ensuring that the right brand expressing is conveyed online, including Facebook, because resellers often maintain their own pages in Facebook, or otherwise. Further it must be ensured that the official facebook page is easily found and identified. One recommendation, is to provide guidelines to the resellers on how they can display the brand in Facebook, and to create directions for the naming of LR resellers' own facebook brand pages. For example it could be stated that it must be clear in the name, that the page is owned by a reseller.

The second research question focused on how LR Denmark can improve their facebook marketing to gain more visits, page likes and social engagement. The data from the questionnaire indicated that many of LR Denmark's customers are unaware that LR Denmark has an official facebook brand page. As this unawareness limits the number of potential visits and also the amount of potential engagement on the page, this is an area where it is highly recommended that LR Denmark improves. This can either be improved by spreading awareness of the page through Facebook, for example by paying for

advertisements sponsored stories that will be visible in more peoples newsfeeds, but also by utilizing other marketing communication channels to create awareness, such as the email newsletter, the reseller's online portal or webshop. It could even be feasible to invite every newly registered reseller that can be found in Facebook, to like LR's facebook page using Facebook's build-in option for this. A related finding was that many do not see posts from LR when they are in Facebook, and the majority would like to see more. As most think LR Denmark should post in Facebook around 3 times a week, which corresponds to what LR Denmark actually does, it is indicated that the posts do not properly reach the people who want to see them. Again paying for using the in-build function "sponsored stories", could be an option to increase the reach of posts. Further research can be done on engagement by correlating the data on the preferred content and activites with the literature on content orientation, brand page consumption as drivers of engagement.

The emphasis of the third research question, was to explore how LR can support LR resellers in their sales and recruitment efforts. A finding was that some of the resellers actually had chosen to not create pages in Facebook for their LR business, because they were unsure whether it was allowed by LR. This lead back to the previous recommendation, that there is a need for directions and guidelines for resellers when it comes to using Facebook for their LR business. Resellers that do use Facebook for their business are particularly interested in sharing what LR publishes, if they find it visually appealing or if it provides information about products, so LR Denmark should publish more high quality visual content for the resellers to share, and should focus on communicating product benefits.

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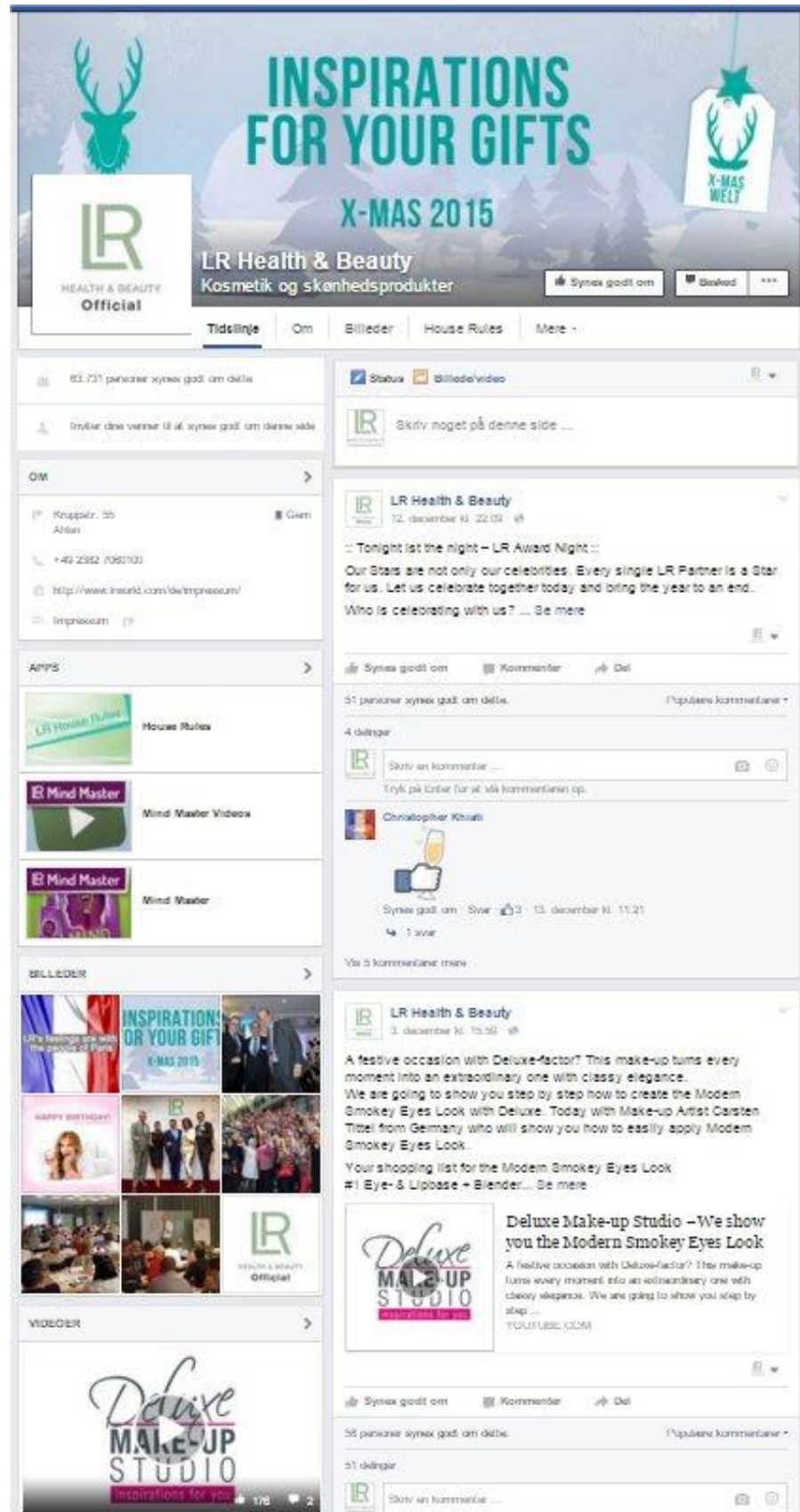
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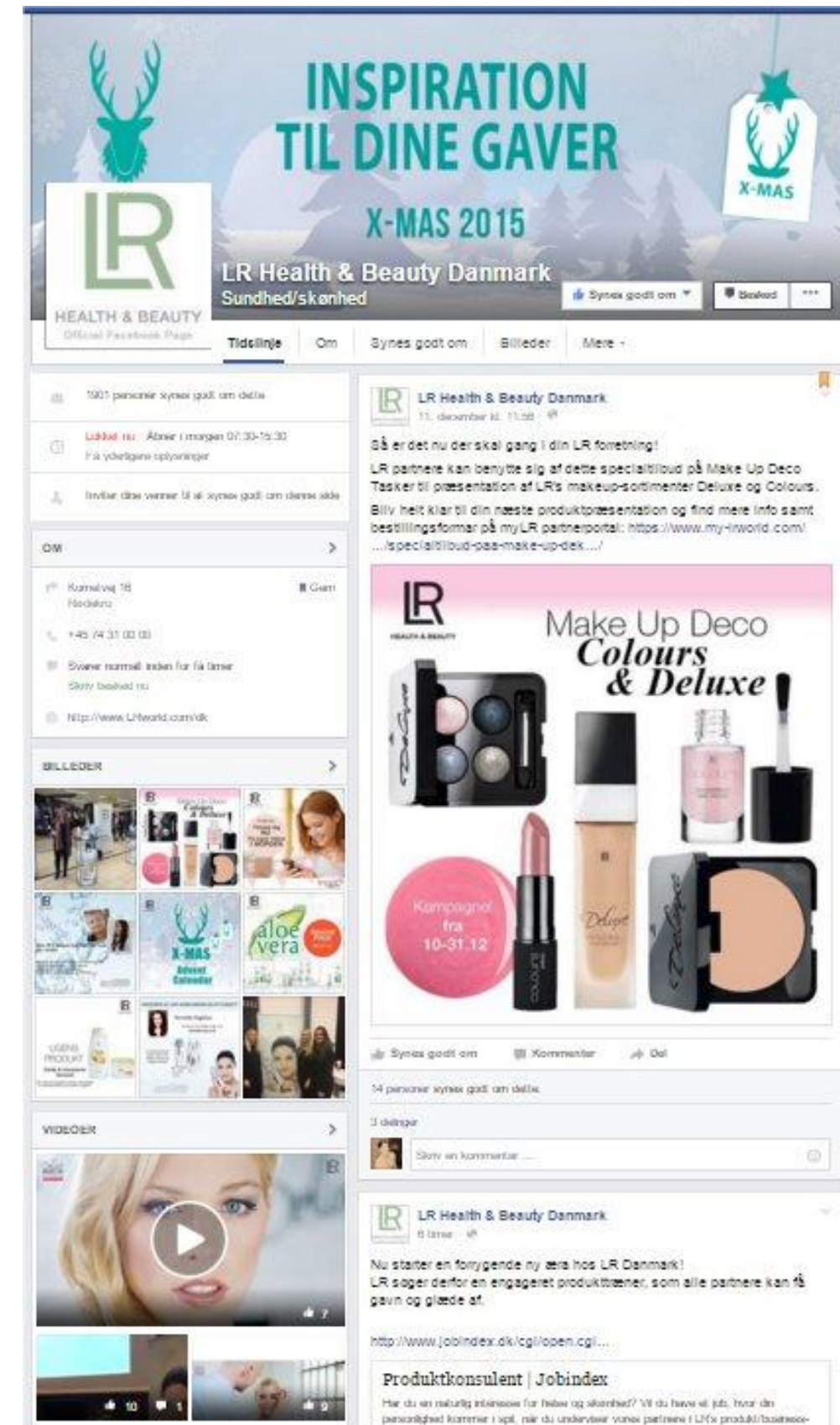
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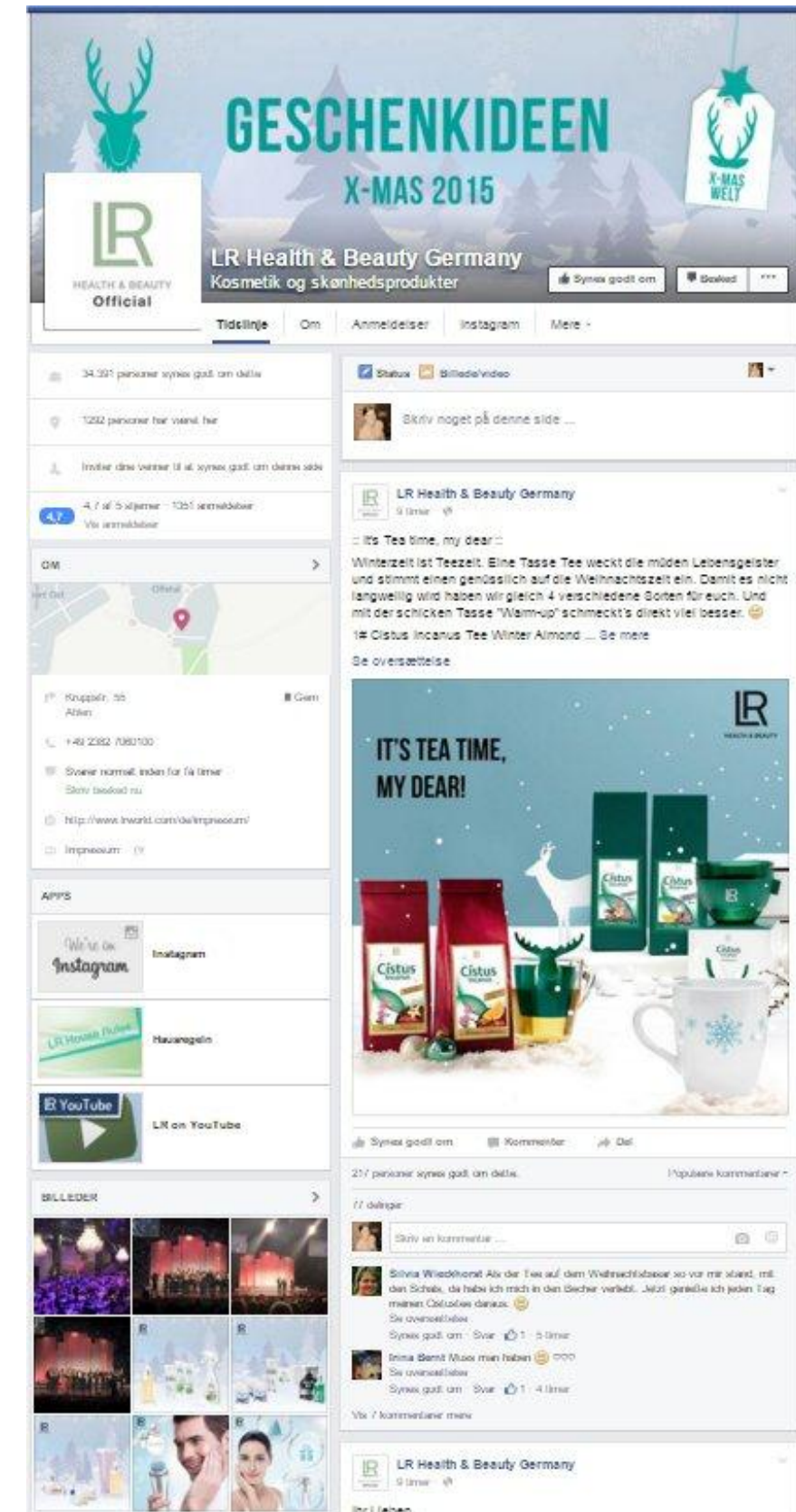# APPENDIX 1: LR International Facebook (left) & LR Denmark Facebook (right)

APPENDIX 2. Forever Living Products Facebook (left) & LR Germany Facebook (right)

https://www.facebook.com/ForeverScandinaviaHQ/

https://www.facebook.com/lrworld.de/?fref=ts