ISCTE Business School
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A DIGITAL COMMUNICATION PLAN FOR QUIKSILVER, PORTUGAL

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MM2

Project submitted as partial requirement for the conferral of

Master in Marketing

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September 2017

A digital communication plan for Quiksilver, Portugal

Acknowledgements

I am using this opportunity to express my thankfulness to everyone who supported me throughout the development of my master thesis. I very am grateful for all the guidance, constructive criticism and friendly advices I have received during the working period of my thesis.

First I would like to thank my thesis advisor Professor João Guerreiro of ISCTE Business School at University of Lisbon. I am very grateful for Prof. Guerreiro´s help during the whole process of my thesis; his help was always offered whenever I ran into a problem or had a question about my research. Thanks for steering me in the right direction and at the same time allowing this paper to be my own work.

Secondly, I would like to thank store manager of Boardriders Ericeira, Ben Cortinas and Quiksilver´s wholesale manager José Gregorio. During my 8 months internship at Quiksilver Ben and José have been my mentors and thought me a lot about the company, the business and the business environment Quiksilver operates in. Thanks for trusting me and giving me a lot of responsibility, allowing me to grow with every assignment.

Next, I would like to thank my good friend Ana Sofia Aberto, who has helped me translating between English and Portuguese when necessary.
I would also like to express my appreciation to all my friends and family for the support and encouragement they have showed me throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them.

Lastly I would like to show my gratefulness to all of my teachers at ISCTE Business School for providing me with all the right tools to finish my Master thesis.
Thank you.

Emilie Uttrup

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ABSTRACT

Quiksilver is a worldwide company that came to Portugal for the first time 30 years ago on a license, which was brought back to the Quiksilver group in 2011 before the opening of their own flagship store in Ericeira, Portugal. Only the brand DC shoes is remaining as a distributor on the Portuguese market. Since the creation of the store in Ericeira, Quiksilver has been the center for many sports events, parties and concerts. The store remains the 3rd largest Quiksilver store in the world. Despite this, Quiksilver, Portugal faces challenges within sales, communication and marketing.

Quiksilver operates in a high competitive environment, with a lot of direct and indirect competitors, meaning that it is very important that Quiksilver is innovative and able to adapt to all the new trends within the market. During the last two decades the internet has grown rapidly and companies have had to adapt their marketing communication plan to include all the new opportunities the new digital technology have brought with it.

This research is therefore aiming to decide how Quiksilver, Portugal can improve their digital marketing communication plan in order to generate more sales, receive more publicity and gain consumer engagement. The main focus will be on Quiksilver´s use of digital media and how it can be improved to achieve the objectives.

Keywords: digital media, marketing plan, social media, sports apparel

RESUMO

A Quiksilver chegou a Portugal pela primeira vez há 30 anos com uma licença que foi trazida de volta para o Grupo Quiksilver em 2011 antes da abertura da loja oficial na Ericeira, Portugal. Apenas a marca DCshoes continua a ser distribuidora no mercado Português. Desde a criação da loja da Ericeira, a Quiksilver tem sido o centro de muitos eventos desportivos, festas e concertos. A loja continua a ser a 3° maior loja da Quiksilver no mundo. Apesar disso a Quiksilver Portugal enfrenta desafios como vendas, comunicação e marketing. A Quiksilver trabalha num ambiente altamente competitivo, com muita concorrência directa e indirecta, o que significa que é muito importante que a Quiksilver seja inovadora e capaz de se adaptar a todas as novas tendências do mercado.

Durante as últimas 2 décadas, a internet cresceu tão bruscamente que as empresas tiveram de adaptar o seu plano de marketing para incluir todas as novas oportunidades que a nova tecnologia trouxe com ela. Esta pesquisa visa decidir como é que a Quiksilver Portugal pode melhorar o seu plano de comunicação e marketing digital para gerar mais vendas, receber mais publicidade e ganhar o envolvimento do consumidor.

O foco principal será o uso dos media digital pela Quiksilver e o modo como poderá ser melhorado para atingir os objectivos.

Palavras-chave: media digital, plano de marketing, media social, vestuário esportivo

Executive summary

This master´s thesis is an in company project developed in cooperation with Quiksilver Portugal. The aim of the thesis is to develop a digital communication plan for Quiksilver Portugal in order to boost the sale and awareness of the three brands; Quiksilver, Roxy and DC shoes in Portugal. The focus is mainly centered on their flagship store "Boardriders Ericeira", the sale to wholesale clients in Portugal and the Portuguese e-commerce.

The Quiksilver group is a multi-brand (Quiksilver, Roxy and DC Shoes) global business more than 700 employees worldwide and with consolidated revenue of 1.4 billion USD. Quiksilver has been present on the Portuguese market for 30 years, but first on a distributor license which was brought back to the Quiksilver group I 2011 before the opening of their own flagship store in Ericeira, Portugal. Despite being part of a billion dollar business Quiksilver Portugal still faces challenges within sales, communication and digital marketing.

Previous studies have revealed that communication via digital media has increased rapidly the last decade due to the new age of technology. It has provided marketers with several new ways of communicating with its audience online, meaning that it is important to incorporate digital communication in the communication plan. An important part of this thesis has therefore been to collect data in order to study the external environment, the internal environment and the customer environment with focus on digital communication. Studying these data helps Quiksilver shape an idea about the issues and trends that influences their ability to deliver value to their stakeholders

However, the main primary data collection was carried out by an online questionnaire. The main purpose of our questionnaire was to collect data from our main target group in Portugal in order to study their use of, - and their behavior on digital media. Giving us the opportunity to analyze how Quiksilver can use their digital media more effectively, in terms of what platforms to use, what content to post and how to market themselves better on social media. Based on previous studies and analysis of primary and secondary data the following communication objectives was designed in order to help understand the brands (Quiksilver, Roxy and DC Shoes) current position as well as where the brand is expected to be in the future:

- Increase brand awareness

- Increase credibility/trust of the brand
- Increase brand attitude
- Increase number of clients in the shop
- To gain recognition – get into the head of the consumer
- Establish long-term relationship (loyalty)
- Create positive Word-of-Mouth (WOM)
- Get people engaged with the brand online
- Keep the consumers informed (products + events)
- Have a consistent brand positioning
- To encourage an active lifestyle
- Target better than the competitors on social media

Focusing on these communication objectives this thesis has provided Quiksilver, Portugal with a digital communication plan to be implemented in 2018.

1. Introduction

The aim of this research is to develop a digital marketing communication plan for Quiksilver, Portugal. Since the development of the internet, companies have changed the way they approach potential customers. Digital marketing has provided companies with more consumer knowledge, making it possible for them to target their marketing campaigns directly to the individual consumer. Furthermore, digital marketing has had a great impact on the establishment and maintenance of customer relationships, due to the opportunity of two-way communication. This shift in communication has pushed digital marketing to become a key player in the communication mix (Fill, 2009). Online marketing has substantial value and is projected to grow even more rapidly throughout the next 5 years. Due to this growth potential, it is important for companies to understand the nature of digital marketing in order to target consumers and establish sustainable relationships. This thesis will mainly focus on Quiksilver, Portugal´s digital marketing approach and how digital media can be used to generate more customer traffic through their shop, increase sales in Portugal, create higher consumer engagement and establish loyal relationships.

Quiksilver came to Portugal for the first time 30 years ago on a license, which was brought back to the Quiksilver group in 2011 before the opening of their own flagship store in Ericeira, Portugal. Only the brand DC shoes are remaining as a distributor on the Portuguese market. Since the creation of the store in Ericeira, Quiksilver has been the center for many sports events, parties and concerts. The store remains the 3rd largest Quiksilver store in the world. Despite this, Quiksilver, Portugal faces challenges within sales, communication and marketing, this research is therefore aiming to decide how Quiksilver, Portugal can improve their digital marketing communication plan in order to generate more sales, receive more publicity and gain consumer engagement. The main focus will be on Quiksilver´s use of digital media and how it can be improved to achieve the objectives.

This thesis is a company project developed in close collaboration with Quiksilver, Portugal. The main purpose of this project is to amplify the knowledge of digital marketing communication, while developing a digital communication plan for Quiksilver, Portugal.

The thesis is divided into five major parts. Following the introduction, the literature review with focus on the current state of knowledge serves as an agenda to specify and answer the research question. It examines the role of Marketing, Communication, Digital Media, Social Media and WOM in Marketing. Second, the situation analysis serves the purpose of describing current and future issues and trends in the three important environments: the external environment, the internal environment and the customer environment. The third part include the data analysis of the primary data collected via an online questionnaire in order to study the target group´s use of, - and their behavior on digital media. Fourth a SWOT and a dynamic SWOT analysis is made in order to define the strengths, weaknesses, opportunities ad treats Quiksilver is facing. Fifth a digital communication plan is developed based on the primarily and secondary data collected and analyzed. Finally, the paper ends with a conclusion, reflecting on the process and results, and indicating areas for future research.

2. Literature review

2.1 Marketing definition

Marketing has become one of the main pillars of most businesses today. Marketing is crucial for companies in order to create awareness, acceptance and demand of products or services in a high competitive environment (Kotler & Keller, 2012).

The American Marketing Association defines marketing as *`the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large`* (AMA, 2013). Dibb (2001) explains that marketing consists of many different activities both on an individual and organizational plan with the aim of creating sustaining exchange relationships with stakeholders. In other words successful marketing needs to satisfy customer requirements with the goal of creating profit for the company. The essence of marketing is therefore to create product or service demand by identifying the needs of the consumer as well as reaching consumer insight to better target specific demographics (Dibb, 2001; Kotler & Keller, 2012).

2.1.2 Marketing's evolution

Marketing has evolved from a transactional approach to a more relational approach, focusing on creating and retaining customer relationships (Hughes & Fill, 2007). Since the evolution of technology, the role of marketing has substantially changed from mass marketing to more individualized marketing. Today companies have the opportunities to gather a lot of valuable information about potential customers allowing them to identify their buying behavior and their needs (Kumar, 2015) Due to the globalization and the new age of technology, it has become easier for companies to create two-way relations thus, this has also brought complexity and extended competition to the marketing department. In order for companies and products to stand out they need to be constantly improving their understanding of consumer needs, influencers and customer relations (Dibb, 2001).

2.1.3 Marketing planning

Planning involves preparing and deciding on a future decisions so they easily can be carried out. A marketing plan involves analyzing the potential markets to determine its strengths, weaknesses, opportunities and threats to identify how a business can compete within the market.

Such analysis typically results in the development of a marketing strategy that shows how to implement and control the market (Dibb, 2001). The goal of a marketing plan is to provide companies with market understanding to help them make decisions suitable for the market they operate in (Simkin, 2008).

Marketing planning is a long process involving different activities. These activities have been pointed out by a various number of authors. According to McDonalds (1995) marketing planning can be divided into four stages;

Goal setting: creating a mission to lead the direction of the business, as well as forming overall business objectives to shape the marketing plan.

Analyzing the current situation:

- Constructing a marketing audit, studying the situation of marketing in the business
- Market analysis to define the market size, structure and growth
- SWOT-analysis to study the company´s current position and to determine the main competitors

The marketing strategy: a plan outlining how to reach the marketing objective; by defining the target group, the positioning and the market segmentation, followed by the development of the marketing mix (product, price, promotion, and place) (Brown et al., 1991).

Allocating marketing resources and monitoring performance: the marketing budget and a detailed action plan (Dibb, 2001).

2.2 Marketing communication

According to Bowden (2009) marketing communication is closely linked to engagement, as engagement is crucial in creating communication between people, and between people and technology. Fill (cited in Hughes & Fill, 2007, p. 47) refer to marketing communication "*as listening and considering, about providing information, reassuring, reminding and differentiating organizations, product or services*". Marketing communication is not only something that is done to the consumers, but a two way communication. Communication can also refer to the use of different communication tools, media and messages used to communicate and target an audience. Furthermore, marketing communication is a form of promotion where the goal is to convey to the audience the essence of a company`s product or service (Fill, 2009).

The tools used to communicate and catch the audience´s attention consists of; advertising, sales promotions, public relations, direct marketing, personal selling and added-value approaches such as sponsorships. To reach the intended audience companies have to consider the use of media, either traditional such as print, broadcast, cinema and out door, or the use of digital media, that is getting increasingly more common and accessible to use in this new technological age. Furthermore, it is important to consider if the message should be informative or emotional (Hughes & Fill, 2007).

2.2.1 Integrated marketing communication (IMC)

In recent years we have discovered a new trend in communication strategies focusing highly on personalized, customer-orientated and technology-driven approaches. In contrast to this, traditional communication strategies have mainly been based on mass communication, sending a general message to a huge segmented audience. This shift in marketing communication has led to the development of Integrated Marketing Communication (IMC) (Fill, 2009).

According to Kitchen (2004) the main goal of IMC is to enable several messages from different communication channels to melt them into one coherent corporate message focusing on creating one strong brand message. However there are conflicting definitions of IMC, but common for the definitions is that IMC helps with the planning and execution of all types of marketing communication needed for a brand, service, or company to satisfy a common set of communication objectives, or to support a single positioning (Kitchen, 2004).

2.2.2 Relationship marketing communication

With an increase of global competition many companies have turned toward relationship marketing (Morgan & Hunt, 1994), meaning that companies strive to develop strong and enduring relationships with the company´s stakeholders. Long-term relationships are today seen as crucial for maintaining customer retention and success (Kotler & Keller, 2012). In order to understand the term relationship marketing, it is essential to have a clear understanding of the word `relationship´. Relationships can be defined by a variety of characteristics. Hennig-Thurau et al. (cited in Clark & Melancon, 2013) states that the quality of a relationship can be measured by relationship trust, commitment and satisfaction (Clark & Melancon, 2013). Moorman et al.

(cited in Morgan & Hunt, 1994, p. 23) explain the importance of commitment in a relationship "*commitment to the relationship is defined as an enduring desire to maintain a valued relationship*," arguing that the relationship has to be considered important for both parts in order to be prioritized. Another important component of relationship marketing is trust, Moorman et al. (cited in Morgan & Hunt, 1994, p. 23) define trust as; "*a willingness to rely on an exchange partner in whom one has confidence*", meaning that we need to have confidence in the other part in order to trust. Satisfaction is connected closely to trust and commitment, according to Loureiro (2012) satisfaction towards the brand is essential to establish trust and commitment and vice versa. Hence, all three relationships components are all influential on the relationship and on each other (Loureiro, 2012).

With the growth and evolution of the Internet, relationships have become even more relevant and it is crucial for companies to invest in their relationships. Digital media and especially social networks have opened a new door for two-way communication allowing the consumer to be involved (Kotler & Keller, 2012).

2.2.3. Aim of communication

In order for a company to create an effective communication plan, it is important to understand the objectives of the communication method. According to Fill (2009) there are three communication objectives that have to be met in order for the communication plan to be successful:

- Generate awareness; the most effective way is usually done through advertising, where the message is getting spread to a wide audience.
- Create consideration; get the potential customer to like and trust the product in order to get them to consider purchasing the product. This can be achieved through all parts of the communication mix.
- Purchase; the main goal of the communication is to get the potential customer to purchase the product. The most effective way to generate a purchase is usually through personal selling or direct marketing (Fill, 2009).

According to Lavidge and Steiner (1961) these objectives can also be explained in **figure 1**. The model shows that humans responses come in three different stages; cognitive, affective and behavior stage. Several models have been conducted to explain how marketing/advertising can drive a consumer to purchase a product/service. A common goal for these models is to create action/behavior leading to a purchase or product trial. Thus, the cognitive stage is very important in order to create attention and awareness of the product, leading to the affective stage where we form our attitude and interest towards the product or service.

Hierarchy of effects model		
Related behavioral dimensions	Movement towards purchase	Different promotion and advertising examples
Cognitive stage Ads gives information and facts	Awareness Knowledge	• Announcements • Descriptive copies • Slogans • Jingles • Teaser campaigns
Affective stage Emotions. Ads manage to change attitudes and feeling	Liking Preference	• Competitive ads • Argumentative copies • Image ads • Status and glamour appeals
Conative stage Motives. Ads force direct desires	Conviction Purchase	• Point of purchase • Retail store ads • Deals • “last chance” offers • Price appeal • Testimonials

Table 1 – Hierarchy of effects model (Steiner & Lavidge, 1961).

Lavidge and Steiner (1961) explain that advertising is used to get the potential customer aware of the brand’s/product’s existence. Knowledge is acknowledged once the potential customers are aware of the product. It is therefore important that product and service information is accessible for customers to learn about the product/service; otherwise they might choose to purchase a competitor’s similar offering. The next step is to get potential customers to like the product/service by recognizing which product or service features are most appreciated by customers and share that information. However it is not enough to have potential customers liking the product/service, they need to prefer the product/service. The company therefore needs to have the ability to differentiate its products from the competition. If all the previous steps have

been successful Lavidge and Steiner (1961) advice companies to focus on getting the customers to try the product by making product samples, “last minute” offers, attractive prices etc., they call this stage conviction. The final stage and the ultimate goal is the purchase, where the actual exchange is taking place, it is important to make this stage pleasant for the customers, in order to not waste the five previous steps (Steiner & Lavidge, 1961).

2.2.4. Communication plan

A communication plan is a step-by-step process to guarantee that the intended message will be received and understood in the right way (businessdictionary.com, 2016). Before developing the communication plan, it is very important to decide whether the product is to be sold in a business market or a consumer market. Kotler and Keller (2013) distinguish between the two markets the following way:

- Business market: Consist of fewer, but larger buyers with strong supplier-customer relationship. The purchasing process is usually carried out professionally as it is performed by professional buyers, who are trained for the job. The buying decision is usually influenced by several people in the company, it is therefore essential for the business marketers to employ well prepared sells representatives. Furthermore, it is important to remember that the demand for business goods depends on the demand for customer goods, meaning that the demand often is inelastic as it is dependent on the consumer market. The buying process within in business market consists of the 8 stages shown below.

TABLE 7.1 Buygrid Framework: Major Stages (Buyphases) of the Industrial Buying Process in Relation to Major Buying Situations (Buyclasses)

		Buyclasses		
		New Task	Modified Rebuy	Straight Rebuy
Buyphases	1. Problem recognition	Yes	Maybe	No
	2. General need description	Yes	Maybe	No
	3. Product specification	Yes	Yes	Yes
	4. Supplier search	Yes	Maybe	No
	5. Proposal solicitation	Yes	Maybe	No
	6. Supplier selection	Yes	Maybe	No
	7. Order-routine specification	Yes	Maybe	No
	8. Performance review	Yes	Yes	Yes

Table 2 – the buying process within the business market (Kotler & Keller, 2013, P. 195)

- Consumer market: is usually much more influential than the business market, as consumer behavior is influenced by several factors. These factors consist of; culture, social factors (reference group, family and role), personal factors (age, occupation, economy, lifestyle and personality), how we learn, our emotions and our memory. These are all very important influencers in the decision and purchasing process. The buying decision process consists of the following five stages.

Figure 1 – the five stages of buying decisions (Kotler & Keller, 2013)

Furthermore, it is important to learn if the consumers are high or low involvement consumers, as this also has a large impact on the decision making process (Kotler & Keller, 2013).

After distinguishing between the two market forms and deciding which one to focus on, it is time to develop a marketing communication plan. According to Fill (2009) marketing communication planning consists of the following stages:

- Context analysis: It is important to understand the key market and communication drivers that influence a brand either by helping or hindering the communicated message to meet the long-term goals. The main elements of a context analysis is; ***customer context*** (segmentation of characteristics, level of involvement and types of perceived risk), ***Business context*** (corporate and marketing plans, brand analysis, competitor analysis), ***internal context*** (identity, culture, values, beliefs, expertise, agencies), ***external context*** (stakeholders, social, political and technological opportunities and limits). It is through this context analysis with the listed elements that the marketing objectives and the marketing communication objectives are born.
- Communication objectives: the objectives play a crucial role in the communication plan. First, they secure balance and structure to the plan and take away the normal stress of sales. Second, objectives help clarify positioning issues. Third, they emphasize the balance of the promotional mix. Fourth, they provide the company with a time structure for the different campaigns. Finally, the objectives provide a guideline for how certain

marketing communication activities are evaluated. According to Fill (2009) the communication objectives can be divided into three different categories; corporate objectives, marketing objectives and sales oriented objectives. The marketing communication objectives refer to the understanding of the brands current position and where the brand is expected to be in the future.

- Marketing communication strategy: this strategy needs to focus on the customers and not on the method or the media. It is important to clarify who the target audience is before building a marketing communication strategy. The strategy depends on whether the target group is a consumer segment, a distributer or dealer network. After clarifying the target audience a push, pull or profile-dominated strategy can be identified to see how they can fulfill the marketing communication objectives.
- Coordinated communication mix: Is the formulation of the key message. The virtual tone of the message is important to choose, as well as the choice of media promotion.
- Resources: this stage emphasizes the importance of identifying the resources available, not only the financial resources, but also to quality of the available marketing expertise and the timeline for achieving the goal.
- Scheduling and implementation: the goal of this stage is to do a time schedule for the implementation of the communication plan according to goals.
- Evaluation and control: the aim of this stage is to evaluate and control whether the communication objectives have been met (Fill, 2009).

2.2.5. Communication Mix

The marketing communication mix consists of a mixture between the three elements: tools, media and messages. The main element of the communication mix involves the combination of tools or disciplines used to reach the target audience (Fill, 2009). Even though the communication mix have changed along with the new age of technology, the five main communication tools remain the same (Connett, 2004)

Advertising: is used to catch attention and is one of the most visible forms of communication. Advertising communicates to the masses with a one-way method of communication, an important part of the communication mix especially for companies targeting a large number of

small-volume customers. (Hollensen, 2011). Even though it is extremely hard to measure advertisings effect on sale, it is believed that it helps create attention towards the brand (Connett, 2004).

Sales promotion: is a selling activity. Sales promotion is a short-term strategy to accelerate sales and gather marketing information. The different types of sales promotion include; Price discounts - Catalogues/brochures - Coupons - Samples - Gifts - Competitions (Hollensen, 2011).

Personal selling: is usually an effective tool to remind, persuade and inform individuals to take action, as it consists of interpersonal communication involving face-to-face interaction undertaken by individuals (Fill, 2009).

Public relations: the main task of Public Relations (PR) is to establish and maintain a good relationship with all stakeholders and to enhance the reputation of the organization. PR deal with very important elements and high credibility communication and should therefore be part of a bigger perspective; the corporate strategy. Public relations can consist of a wide range of different tools such as, event management, public affairs, sponsorships and lobbying (Hollensen, 2011).

Direct marketing: represents the shift from mass communication to personal communication. The Internet is used as both the distribution channel and the communication medium, enabling the consumers and companies to engage in a dialogue. This dialogue allows businesses and individuals to exchange information and determine the different shopping patterns of the consumers, helping to guide the direct marketing approach (Kotler et al., 2010).

2.3 Digital communication

Digital media communication has increased rapidly the last decade due to the new age of technology that has provided marketers with several new ways of communicating with its audience. It is especially the development of the Internet that has left its impact on digital media communication. The Internet has provided us with several activities such as, electronic mail, global information access, social media, discussion groups, multiplayer games and file transfer facilities, all activities that transform the way we think about marketing communication. The Internet has had a great impact on the whole communications mix and it is highly considered in the business strategy (Lamberton & Stephen, 2016; Fill, 2009).

According to Fill (2009) the Internet has influenced marketing in two main ways: distribution and communication. First, the Internet has changed the way of distribution as it has provided a more direct route to the customers, which is either replacing or supplementing the current distribution channels. Second, the Internet has made it easier for companies to communicate with a huge number of potential customers. The digital world is growing fast and the internet has become one of the most used and important advertising mediums (Lamberton & Stephen, 2016). According to a report from Statista there were 3.5 billion Internet users in 2016, meaning that almost 50 % of the world's population has access to the internet (Statista.com, 2016).

The Internet offers a lot of opportunities within digital marketing. First, database technology is being used to analyze and target specific markets or consumers. Second, multimedia is also presenting information using more than one media, such as text, audio and images. Third, mobile technology has a great impact on digital marketing, enabling people to be online anytime anywhere. Mobile technology has also brought technologies such as Bluetooth, multimedia messaging services, QR codes and GPS systems, making it easier for marketers to target consumers based geographic location (Fill, 2009). However, digital communication is also allowing the consumers to have a voice, as they can express their opinions, which is both challenging and educational for marketers. The digital evolution has changed the traditional way of marketing communication, as it requires that marketers listen and engage with their consumers in order to succeed. Karjaluoto et al (2013) explain "*the marketing specialist's role has evolved from being a broadcaster to being an aggregator who brings content together to enable collaboration and participation in communities*" (Karjaluoto et al, 2013: 703). Digital marketing is a wide concept with a wide range of communication channels, but common for them is that they enable companies to be interactive with the consumers (Fill, 2009). This digital evolution has also resulted in new important communication measurement, which is listed below:

Word-of-mouth (WOM): The growing digital use have created new and important words within marketing such as viral marketing and word-of-mouth (WOM), however the word is still leading to confusion, as there is no definitive definition of the word. Kotler and Keller (2012) have defined WOM as "*people-to-people oral, written, or electronic communications that relate*

to the merits or experiences of purchasing or using products or services" (Kotler & Keller, 2012: 478). WOM plays an important role on the consumer market, as WOM shapes consumers attitude and behaviors when talking about a brand or a company in a positive or a negative way. WOM is not only coming from friends and family, but from other consumers and opinion leaders who share their experience online and offline, in order for other consumers to make better-informed decisions (Lim & Chung, 2014). Online brand and product reviews have become very important forms of online WOM, and it is highly used by consumers before making any purchase decisions. Social media networking is the main marketing tool within WOM marketing, as people have the opportunity to leave reviews on brand like pages, and social networks encourage people to engage in discussions and recommendations about products and brands (Kucukemiroglu & Kara, 2015).

WOM is a very powerful tool, because it is seen as a credible and trustworthy way to receive information about a product or brand (Lim & Chung, 2014). WOM has in previous studies revealed to be a key player in shaping consumers attitude. Consumers tend to trust other consumers more than companies, making consumer evaluations very powerful and credible. The evolution of web 2.0 has provided endless opportunities for consumers to share their opinions and experiences with brands (Elseidi & El-Baz, 2016). One of the objectives of this thesis is to examine if there is a positive correlation between positive WOM and brand attitude.

Brand Page Participation (BPP): Within the enlargement of web 2.0 consumers and marketers have been faced with a lot of new opportunities within online activities. A big change in the traditional definition of media audience is the concept of interaction. According to Langaro et al. (2015) "*we propose that in the context of brand like pages, users 'participatory behavior is a critical construct to be pursued by brands, as it generates positive brand consequences*" (Langaro et al., 2015: 5). We are therefore interested in studying consumers BPP as previous studies show that it can have positive effects on the brand and the attitude consumers have towards the brand, as well as activate further interactions (Muntinga, Moorman and Smit, 2011, as cited in Langaro et al. 2015).

Brand attitude: Brand attitude is known as a result of consumers' feelings and opinions towards a brands attributes and benefits, meaning that it is the evaluative dimension of a brands image. When consumers have brand experiences they will evaluate and judge the brand upon the relevant brand elements (Langaro, 2015). According to Keller (cited in Langaro et al., 2015) attitudes tend to last longer and to be more accessible in our memory than the qualities and benefits that support them, because attitudes are more synthetic and abstract. The extended use of digital media has increased consumer-brand interactions, influencing consumers' insights about brand attributes, benefits and expectations, which affect consumers´ brand attitude (Langaro, 2015).

2.3.1 Social Media

Hudson et al. (2014) Argues that social media has become the most important digital media platform due to the development of the Web 2.0. Consumers tend to use social media to learn about, share information and interact with brands they consider purchasing from (Hudson et al., 2014). Web 2.0 represents a great development and a change in the use of the internet. First, Web 2.0 is a service based solution with online applications. Second, it requries consumers to be more interactive with the company/brand, as consumers no longer only consume media, they now have the opportunity to contribute and co-create. Third, Web 2.0 has created a new service business model, creating the opportunity to reach small businesses with low-volume products (Fill, 2009).

According to a study from 2014 more than half of the online population in the US use more than two social media sites, such as Facebook, Google +, Instagram, LinkdIn, YouTube etc.. Due to this development companies are adapting their marketing strategy to reach consumers through social media, where it is easier to increase consumer engagement (Hudson et al., 2014). A study from 2013 showed that there was more than 70 million Brand Like Pages on Facebook, allowing companies to recruit their own audience. Social media sites are today the main digital media presence for many brands, overpassing their websites and emailing programs (D. Langaro et al, 2015). It is therefore important for marketers to put great value and effort into social media networking, as they have the opportunity to create two-way communication with its potential customers. Furthermore, research shows that people tend to trust their friends and family and it is

therefore of high value for the company/brand if a person shares positive feedback on their social media. If a person hear about a product through friends or family they are 15 % more likely to become a consumer, than if they hear about it from other means. Additionally, social media helps creating higher awerness and interst through viral or rapid spreding of product and service experience and opinions (Hudson et al., 2014).

All in all, social media has become an important tool in the communication mix and a factor companies cannot afford to avoid. A research from 2014 shows that 86 % of marketers state that social media is important for their business, and 89 % of marketers state that social media increase exposure (Bendror, 2014).

2.3.2 Types of social media

As explained the previous section, social media have become a key marketing and communication tool for companies and research show that more than 90 % of marketers use social media as a marketing tool (Clark & Melancon, 2013). Social media platforms are evolving quickly and the range of platforms are getting bigger and bigger, companies therefore have to choose which platforms they find relevant and what they gain from being present on the different platforms (Aichner & Jacob, 2014). This section is not describing all social media platform´s, but it is looking at some of the biggest and most familiar social media:

Facebook: Facebook was one of the first successful social media networks and have for many years been the biggest and the most well-known social media platform. In January 2014 Facebook had 1.19 billion users monthly and an annual growth rate on 18 % and 728 million daily users (Aichner & Jacob, 2014). Facebook is used to connect people, but it also has many corporate opportunities; companies can create their own corporate profile where they can interact with customers and provide them with infomtion. According to Aichner & Jacob (2014) social networks such as Facbook are important for companies because of its high corporate functionallity. The marketing value on Facebok is very high since companies easily and with low cost can catch peoples attention. Furthermore, Facebook is part of companies customer service because customers have the opportunity to search for product/service information, reviews from other customers and it allow customers to communicate with the company (Aichner & Jacob, 2014). Looking at the hierachy-of-effects model it can be argued that Facebook mainly operates

in the cognitive stage as it is used to catch peoples attention and provide them with knowledge about the product/service. However, the extended use of Facebook concerning customer service show that the platform also operate within the affective stage, helping people to decide whatever they like the product or not and if they prefer the produt/service compared to competitores product/service (Aichner & Jacob, 2014).

YouTube: YouTube is another big social medium; in 2014 YouTube had 1 billion active users monthly, making them the second biggest social media platform (Aichner & Jacob, 2014). YouTube is a video sharing platform used to share a varied range of videos like: personal videos, product reviews, "how-to-do" videos, commercials, video-blogs, movie-trailers, news etc. All users can watch, but in order to upload videos, comment, rate and share videos, users have to create their own profile (SocialMediaToday, 2015). Companies often use video sharing sites such as YouTube to share commercials, to test new promotional videos or to save cost compared to TV advertising. The corporate function of YouTube is therefore mostly used to catch attention and to share customer service videos. Looking at the hierachy-of-effects model, it can be discussed that YouTube, like Facebook, mostly operates in the cognitive stage where it catches customers attention and give them knowledge about the product/service (Aichner & Jacob, 2014).

Instagram: Instagram is a photo-sharing app, which according to research from 2016 has 500 million active monthly users (Statista, 2016). Instagram is used by individuals and companies to share photos and short videos. Users can use different hashtags to get more attention to their pictures and it is a cost-free way for companies to gain attention to the product/service (Aichner & Jacob, 2014). Companies can also sponsor different instragram celebities with products or/and money to get them to share pictures including the product/brand. Instagram is therefore another example of a social media site which is operating within the cognitive stage of the hierachy-of-effects model.

TripAdvisor: TripAdvisor is a product and service reviewing website where customers easily can evaluate a service/product and read other customers reviews (Aichner & Jacob, 2014). TripAdvisor has over 385 million reviews, opinions and pictures of services and products. The website is used extensively by travelers as the page is a good place to collect advises from other travelers about restaurants, attractions, things-to-do, hotels, hostels, bars, etc. (TripAdvisor, 2016). Service and product reviewing pages such as TripAdvisor can have huge impact on sales

as it is where people gain knowledge and shape their opinion about the product. It can therefore be argued that TripAdvisor is operating in the affective stage of the hierachy-of-effects model as people will decide whatever they like the product or not based on other peoples experiences (Aichner & Jacob, 2014).

LinkedIn: LinkedIn is a business network helping individuals and companies to establish and maintain professional contacts. However companies primarily use Business networks to search for future employees and experts, and LinkedIn has become one of the most important sources for companies when it comes to headhunting and recruiting. In 2014 LinkedIn had 259 million active users monthly, making them the largest social business network. LinkedIn however, do not have much corporate marketing functions as the purpose of the site mostly lay on Human Resources (HR) (Aichner & Jacob, 2014).

Twitter: Twitter operates within the category called microblogs, meaning that the length of the message is restricted to less than 140 characters. The platform also allows you to share images, links, videos and comments (SocialMediaToday, 2015). Users can follow other users, companies, brands and celebrities in order to receive their news and interact with them. In 2014 Twitter had 232 million monthly users, making them the largest microblog platform in the world. According to Aichner & Jacob (2014) the largest corporate function of Twitter is Marketing followed by customer service, since Twitter can be used to catch customers attention and customers can interact with the company by taging them and write comments. Twitter therefore operates in the cognitive stage of the hierachy-of-effects model where customers become aware of the product/service and gain knowledge.

Google +: Google + is a newer social media platform which is predicted to be the next big up-coming platform within social network. In 2014 Google + already had 540 million monthly active users. Google + is combining the best of the two major platforms Facebook and Twitter into one platform. Furthermore, Google+ is backed up by the world´s biggest search engine, and the site therefore has a wide content (SocialMediaToday, 2015). Like Twitter and Facebook, the biggest corporate function for Google+ is marketing and customer service (Aichner & Jacob, 2014).

2.3.2.1 Bloggers

The last decade has featured a new phenomenon within digital media, blogging. Blogging have become a very popular way to share everyday content, opinions, feelings, ideas and much more. Many bloggers are doing it as a hobby, but more and more bloggers manage to live of their blog, because companies support bloggers financially in order to get them to blog about their products. Followers and readers of blogposts tend to trust the blogger, resulting in blogging being perceived as a new way of word-of-mouth marketing (Hsu, Lin, & Chiang, 2013) .

According to Uzunoglu and Misci Kip (2015) blogging is a new communication platform for brands. Blogs is a platform where bloggers work as online opinion leaders, with the power to influence their readers/followers (Uzunoglu & Misci Kip, 2015). Even though there is no evidence that followers, likes and readers translate into revenue, many companies still believe that sponsoring bloggers is a valuable investment for them (Eytan, 2016)

2.3.3 Social media´s effect on consumer behavior

With the countless opportunities people are facing today within digital and social media, it is important to understand how this new digital age has influenced consumer's behavior. First, consumers are meeting more options because the internet allows them to select and purchase products from all over the world. Second, consumers are able to reach big amounts of information about a product/service and its competitors, meaning that companies constantly have to deliver their best. Third, it has changed customers' post-purchase behavior, as it has become very easy for consumers to share their experience about the product/service on social networks, which is either very valuable or destroying for a product/service. Fourth, consumers are never offline and they expect the same from brands. Meaning that the communication is fast and customers demand quick answers to their questions, otherwise they might purchase from a competitive brand (Vinerean et al, 2013). Fifth, consumers on social media have become opinion leaders with very valuable knowledge that influences other consumers. In a survey from 2009, it was discovered that the most trustede form of marketing comes from personal recommendations, followed by online reviews (The Nielsen Company , 2009). Consumers social media behavior thus, emphasizing the importance of incorporating digital and social media as part of the companies' communication plan.

2.4 Hypotheses

Based on the information collected in the literature review three hypotheses has been made in order to test our own data collected via an online questionnaire. The aim of the hypotheses is to collect valuable information that can help Quiksilver reach its objectives:

H1: ***There is a positive correlation between Brand page participation and brand awareness***

Researching this hypothesis is important in order to help Quiksilver reach some of its main objectives which is; increase brand awareness, get people engaged with the brand online, gain recognition and increasing number of clients online and in the shop.

This hypothesis is supported by former studies from Langaro et al. (2015), who already tested that BPP has a significant influence on brand awareness.

H2: ***There is a Positive correlation between Brand page participation and brand attitude***

The study of H2 can provide us with important information that can help Quiksilver reach the following objectives; Increase credibility/trust of the brand, increase brand attitude and establish long-term relationship (loyalty)

The assumption is supported by former studies from Langaro et al. (2015), who have tested a positive effect of BPP on brand.

H3: ***There is a positive correlation between WOM and brand attitude***

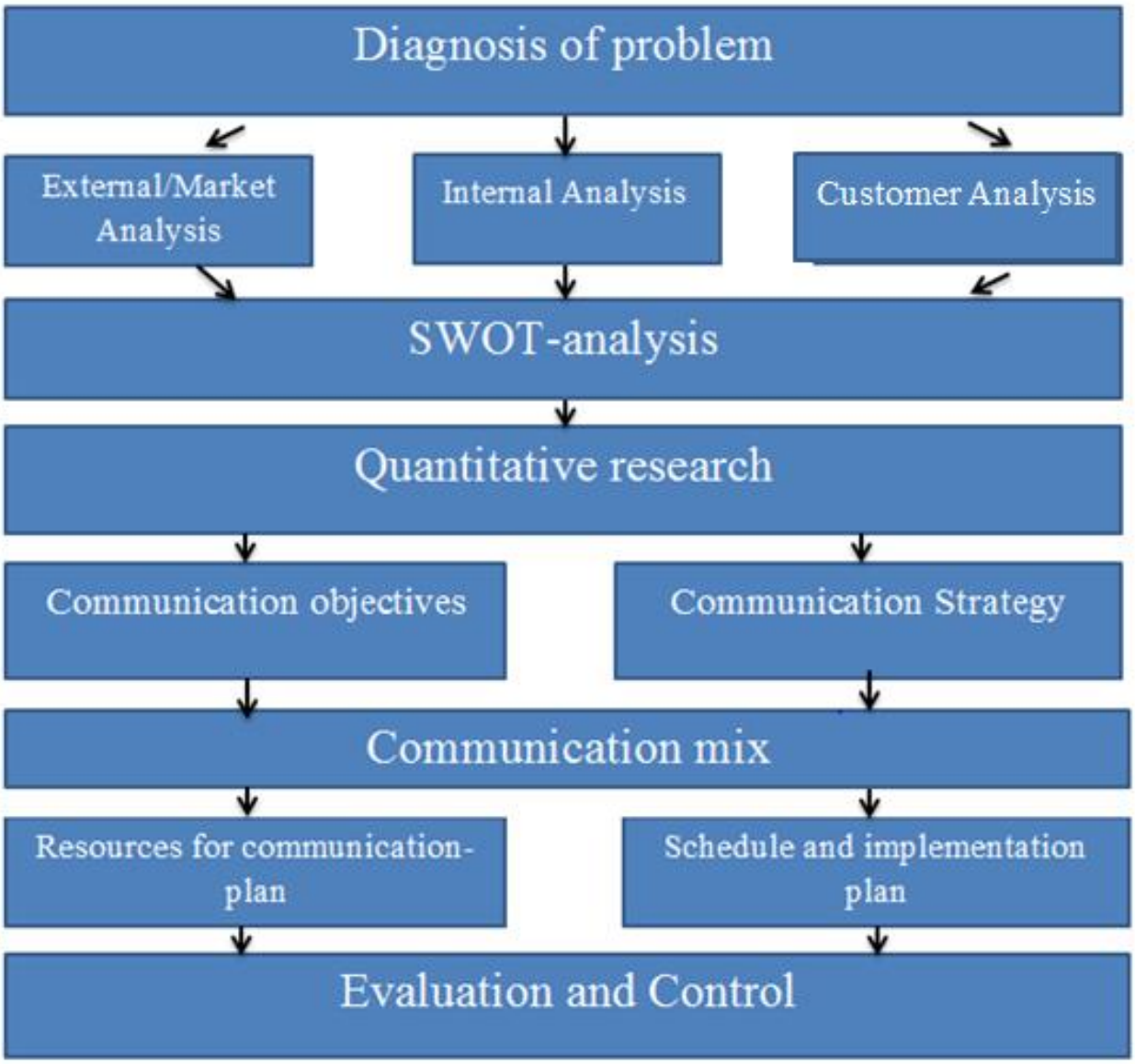
The study of this correlation can provide us with key data that can help Quiksilver reach the following objectives; increase credibility/trust of the brand, increase brand attitude, increase number of clients in the shop and online, establish long-term relationship (loyalty), create positive Word-of-Mouth (WOM) and to get people engaged with the brand online.

The hypothesis is supported by former studies from Elseidi & El-Baz (2016), who have tested and found that WOM has a positive and significant impact on brand attitude.

A digital communication plan for Quiksilver, Portugal

3. Conceptual framework

The aim of this chapter is to describe how the thesis is going to be carried out in order to reach the goal of a final digital communication plan for Quiksilver Portugal to be implemented in 2018.



A digital communication plan for Quiksilver, Portugal

4. Methodology

The objectives of this chapter are to describe the technique and method of the data collection that is supporting the implementation of the digital communication plan. Selecting and collecting the right data is crucial in ensuring that a successful research analysis is conducted. In general we distinguish between two types of data: primary and secondary data collection. Overall, primary data is collected for a specific purpose or task, whereas secondary data has already been collected by previous researchers for other purposes. Secondary data can be both internal and external. Internal secondary data is data already collected, but owned by a specific organization or individual and is therefore not reachable for everyone. External secondary data is data collected by other companies or individuals, but available to other researchers (Richie & Lewis, 2010).

4.1 Data Collection

The data collection for this Master´s thesis consist of both primary and secondary data, in order to get a deep understanding of what has been found in former research and how we can make the most valuable research ourselves to develop a final digital communication plan for Quiksilver Portugal.

4.1.1 Secondary data

The secondary data has been collected through books, scientific journals, market reports, news articles and previous research about digital media. Moreover, internal and secondary data produced by Quiksilver has been studied in order to get the necessary insight into the company.

4.1.2 Primary date

The primary data collection for this thesis has been collected through quantitative and qualitative methods, via an interview with Quiksilver Portugal´s wholesale and retail managers and an online questionnaire.

- **Interview**

The qualitative method has been used in a casual interview with retail manager Benoit Cortinas and wholesale manager José Gregorio concerning the current situation and the development of

Quiksilver Portugal. The questions were conducted with the objective to reach a better understand of the company, its clients, the market, their communication strategy, the main competitors and the sales numbers. The interview took place in the office at Boardriders Ericeira on Wednesday the 7th of December 2016. The duration of the interview was 28 minutes. The interview format was unstructured, as it mainly consisted of open-ended questions leading to more unplanned questions and dialog.

- **Questionnaire**

The main primary data collection is carried out by the quantitative method via an online questionnaire. The quantitative method is a great way to collect data from a large number of units to be studied via a mathematic method (Muijs, 2004). All of our respondents were asked to answer the same questions, making it possible to do an in-depth data analysis (Richie & Lewis, 2010). The questionnaire was available online from the 7th of February to the 27th of February 2017.

The quantitative data collected via our online questionnaire will be used to gain important information about our target group in terms of digital media. Furthermore, the quantitative data will be used to test the hypotheses developed in the literature review, in order to analyze how Quiksilver can use their digital media to reach their final objectives.

Hypothesis 1 is performed by asking the questions; "*How often do you comment post on sports brand pages?*", "*How often do you like post on sports brand pages?*" and "*How often do you share post on sports brand pages?*" on a Likert scale from 1-7, a Principal Components Analysis can be performed to score the dimensions of BPP to create a principal component called eigenvalue of BPP. The same can be done with Question 21-27 "*I am fully aware that….*" on a Likert scale from 1-7, in order to create a principal component for brand awareness called eigenvalue of BA. Hereafter the correlation between BPP and brand awareness can be tested.

Hypothesis 2 is performed by asking the question "*the interaction I have with Sports apparel brands on social media helps me see the brand as…:*", AT1 (*More favorable*), AT2 (*More appealing*), AT3 (*More pleasant*), AT4 (*More likable*) AT5 (*Better*) on a Likert scale from 1-7, a

Principal Components Analysis can be used to score the dimensions of brand attitude, in order to create a principal component called eigenvalue of BATT. In H1 a principal component has already been made for BPP. Again it can be tested if there is a positive correlation between BPP and brand attitude.

The objective of H3 is to examine if there is a positive correlation between positive WOM and brand attitude. By asking the two questions "*Would you recommend your favorite sports brand to a friend*" and "*Would you talk positively about your favorite sports brand?*" on a Likert scale from 1-7, a Principal Components Analysis can be performed in order to score the dimensions of brand attitude to create a principal component called eigenvalue of WOM. In H2 a principal component has already been made for brand attitude. Again it can be tested if there is a positive correlation between WOM and brand attitude.

The main purpose of our questionnaire and the data research was to collect data from our main target group in Portugal in order to study their use of, - and their behavior on digital media.
The questionnaire was divided into 7 areas:

- Demographics (gender, age, occupation, sports activity)
- Social media use (How the target group use social media)
- Sports brands on social media ´(how the target group interact with sports brands on social media)
- Brand awareness (awareness of different sports brands)
- Brand Page Participation
- Social media activity
- Word-of –mouth

The online questionnaire was mainly composed with closed questions (Appendix 2), using multiple choice, Likert scale and yes/no questions. By using closed questions it is possible to carry out a statistical analysis on the data collected from the survey.

- **Sample size/Target group**

Due to the fact that we do not have the resources to study the whole population; we had to restrict the respondents of the survey to a sample size within our target group. The sample size

can be chosen via a lot of various methods. We have chosen to use convenience sampling, also called haphazard sampling, meaning that the people selected for the survey are chosen because they are easy to reach (Saunders, Lewis and Thornhill, 2009). The 311 respondents of the survey was primarily reached via Facebook, excluding people who are not active on Facebook. Furthermore, the survey was shared with people who fulfill the requirements set for the main target group.

The main target group of the questionnaire is the Portuguese consumer on digital media. However as Quiksilver´s brands are highly targeting the high number of surf-tourism, the survey therefore strives to reach both Portuguese consumers and foreign consumers spending time in Portugal.

4.2 Data analyzing Techniques

The data collected from the online questionnaire was analyzed with the statistical program SPSS 22 (Statistical Package for Social Science version 22). The data from Google Forms was exported into SPSS were it was possible to make in-depth analysis of the data. First the descriptive statistics will be analyzed, followed by a bivariate analysis, testing the relationship among different variables. Finally, the three correlation hypotheses described in the literature review is tested.

5. Digital communication plan

The aim of this chapter is to collect important data, both secondary and primary, in order to make a final digital communication plan for Quiksilver, Portugal. The chapter is divided into different sections, starting with a situational analysis.

5.1 Situation analysis

The purpose of this section is to describe current and future issues and trends that can impact the three important environments: the external environment, the internal environment and the customer environment. It is the data collected during the situation analysis that gives the company an idea about the issues and trends that influences their ability to deliver value to stakeholders (Hartline & Ferrell, 2011). Analyzing these different parts enable us to understand why the products, people and company perform the way they do, with the aim of making better decisions in the future. However it is important to understand that the external, internal and customer environments are connected and influences each other (Hartline & Ferrell, 2011). The first part of this section contains the external analysis, looking at external factors that can influence the company.

5.1.1 External Analysis

5.1.1.1 PESTEL Analysis

Political, Economic, Sociocultural, Technological, Environmental and Legal are all important concerns for any organization, as restrictions or changes in any of these areas can influence the digital communication plan.

Political: Portugal has since November 2015 been governed by prime minister, António Costa, leader of the socialist Party (PS). Portugal has a multi-party system, meaning that multiple parties control the government offices. This is a very common system within parliamentary systems, thus it can be discussed that this form of system cause uncertainty, as the governing party is relaying on other parties support. If a supporting party withdraws their support it can cause a call for a new election. A change of government can have big impact on companies such

as Quiksilver, since they can change the legislation, change taxes on production, import and export etc. it is therefore important for companies to have a stable government.
Furthermore, Portugal has since 1986 been part of the European Union, which have helped Portugal to create a strong export and import partnership with Germany, France and Spain (European Union , 2016).

Economic: economically Portugal is still in recovery from the economic crisis in 2009 which had a big influence on the country's economy. Even though Portugal has a growing Gross Domestic Product (GDP), the country still suffers from a deteriorating investment environment, high unemployment and high-non performing loans (FocusEconomics, 2016).
However, there are still positive areas within the Portuguese economy. The country has a current GDP growth rate of 1.5 % which is the highest growth rate since 2010 after a negative GDP in 2009 (OECD, 2016). Another positive factor is the growth of investments. After the crisis there was a big fall in investments which made it even harder for the economy to recover. However, resent years show an increase in investments and hereby a believe in the business growth in Portugal (FocusEconomics, 2016).

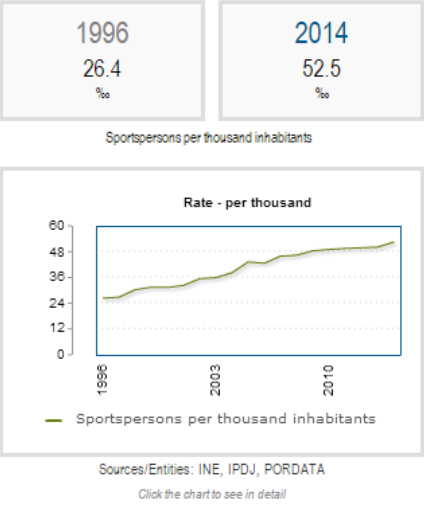
Investment (Annual variation in %)	
2011	-12.5
2012	-16.6
2013	-5.1
2014	2.8
2015	3.9

Table 3 – Portugal´s annual investment growth

Although Portugal still suffers from a high unemployment rate there is a positive development, as the unemployment rate has fallen from 16.18 % in 2013 to 12.4 % in 2015. Moreover, the household disposable income is rising together with a large increase within the tourism sector (OECD, 2016).
Portugal still has not recovered completely after the economic crisis, they still have a big government debt, however it can be argued that people are starting to believe in the economy again, which is very important for a apparel company such as Quiksilver that are dependent on a stable economy. Additionally, according to the European Union some of the most important

factors of the Portuguese economy in 2015 was wholesale and retail trade (European Union , 2016).

Sociocultural: In developed countries such as Portugal, there is a growing focus on a healthier lifestyle. People wish to live healthier by having a more active lifestyle, eat healthier, choose organic etc. A report from PORDATA shows that people who practice sports have increased from 26.4% to 52.5 % between 1996 and 2014 (PORDATA, 2015).



A healthier lifestyle is not only reflected in people's choice of food and activities, but also in their choice of cloths. The sportswear sector has been positively influenced by the focus on health, as people not only wear sports brands when working out, but also as fashion items (Catalyst Corporate Finace, 2014).

Figure 2 – sports activity from 1996-2014 (PORDATA, 2015)

Another sociocultural factor influencing the sportswear sector is the acceptance of casual cloths. Casual and sporty cloths are getting more accepted also in the corporate world.

Furthermore, we have in recent years seen a huge increase in people´s participation in action/extreme sports. Action/extreme sport is not only for the young and brave, but for everyone. Surfing has been seen as an extreme sport for many years, but during the last 20 years it has increased rapidly and it has become a sport many people all over the world have acquainted with for a short or a longtime. This has also lead to an increase in the retail sector within sports brands (Millar, 2010).

Technological: the huge technological development described in the literature review, has made it possible for people to search information on anything at any time. A report from PORDATA shows that 70.4 % of the total Portuguese population used the internet in 2016; in 2006 this number was only 35.6 %, meaning that there has been a huge development within internet usage

in Portugal the last decade (PORDATA, 2016). This has not only changed the information the consumer can reach about the product/service and vice versa, but also how customers purchase the product.

The technological change can both benefit and challenge companies. On the positive side, companies are able to reach more customers online and they are able to target their marketing individual to potential customers. However, the technological age has also made it possible for consumers to explore the market more and companies are often reliable on good customer reviews and ratings.

Technology has also changed the structure of marketing in terms of advertising. A decade ago advertising mainly consisted of mass-communication in form of television-commercials, billboards or printed-media. Along with the decreasing of printed media advertising, online advertising is rising drastically. Online advertising consist of many different approaches and it can even be done without high costs though social media channels such as YouTube, Facebook and Instagram (International Collaboratory for Emerging Technologies, CoLab, 2011).

Environmental: in recent years we have seen a growing concern for environmental issues. Many companies have started to include environmental issues in their corporate social responsibility program, as this is a concern for them, but also a marketing strategy.

Quiksilver operates in a field of boardriders who use the nature as their playground, making environmental concerns an important issue. In 2004 Quiksilver founded `the Quiksilver Foundation` which is spreading the word of sustainability on digital media, recently with the campaign "*2016 Quiksilver Sustainability Challenge*" (Quiksilver, 2016).

Legal: being a sportswear company, selling much more than fashion items, it is important to notice the legal restrictions for extreme sport accessories such as big-wave blow-up vests, avalanche releasers, life vests etc. Furthermore, having both a skate and surf school affiliated with the brand/store, companies have to comply with the following regulations: Surf schools need to process a special license for teaching at specific beaches in Portugal, all surf and skate teachers need to be recognized by the Portuguese surfing federation with a surf instructor certificate. The sport of skateboarding does not have its own federation yet, it is therefore still under the surfing federation, meaning that teachers need a surfing license to teach skateboarding.

5.1.1.2 Market trends

The aim of this chapter is to look at the market trends within the sportswear market and the use of digital media within the market. The chapter is divided into three areas; the sports goods market in general, digital media use within the apparel market, and finally the sports goods/apparel market in Portugal and its use of digital media.

5.1.1.2.1 The sports apparel market

According to several researches the sports apparel market is a growing industry (Statista, 2016). A report from Allied Market Research, forecasting the world's sports apparel market from 2014-2020, state that the world's sports apparel market is expected to reach revenue of 184.6 billion by 2020. Meaning that the market is estimated to grow at a Compound Annual Growth Rate (CAGR) of 4.3 % between 2015 and 2020 (Allied Market Research, 2014). Several factors are influencing the growth of sports apparel, but according to the market research is it especially due to growing health and wellbeing awareness, increasing number of female athletes and an increase in disposable income. When dividing the sports apparel market into three categories; kids, men and women, it is shown that men's sports apparel is dominating the market with around 52 % of the total revenue. However the women segment is estimated to grow with a CAGR of 5.7 % between 2015 and 2020 caused by the rising interest and participation of women in sports. (Allied Market Research, 2014).

Retail stores still remain as the dominant mode of sales within sports apparel and it is believed that creating new flagship stores will increase the revenue of sports brands. However, it has to be taken into account that e-commerce and online shopping is increasing drastically and the online sales mode is expected to grow with a CAGR of 9.5 % until 2020 (Allied Market Research, 2014).

According to another analysis from Catalyst Corporate Finance, it is again evident that the sportswear market is a growing industry. The report emphasis that the market is very fragmented, despite leading players such as Adidas, Nike, Puma and Under Armor, there is still space for niche and iconic brand to grow within their sector. Still, the competition is high and it is important for companies to lead innovation in order to maintain or grow their market share. Consumers are not only demanding functional sports apparel, but factors such as fit and fashion has also become important. Sport apparel is not only used during sport activities, it has become

an acceptable dress code in casual settings. In 2013 sports apparel accounted for approximately 15% of the overall clothing market (Catalyst Corporate Finace, 2014).

5.1.1.2.2 Digital media on apparel market

Social media is a great way for sports apparel companies to achieve relationships and customer loyalty. Social media is often perceived as more trustworthy than traditional sources of information, since social media often consist of personalized recommendations or critics from previous customers (Yee & Sidek, 2009).

In a report from Deloitte (2014) it is stated that digital media have changed the essential mechanisms of many business. It is for example seen that the television and music business within just a few years have experienced a radical change towards being an online business only. Correspondingly this revolution is also happening within the retail business, as the influence of digital devices have gone beyond shaping how customers shop and makes decision in the store. Digital influence has become an important factor for retailers because of the high expectations about helping customers gather information in order to make shopping decision. In the figure below the positive impact of various retail measures of good digital media is shown:

Traffic	Conversion	Order size	Loyalty
84 % of visitors have reported that they are using digital media for shopping-related activities either before or after their last trip to the shop	There is a 40 % higher purchase rate from customers using a digital device during their shopping journey.	22 % of customers spend more because they use digital media during their shopping	75 % of customers inform that product information found on social channels influenced them and enhanced brand loyalty

Figure 4 – the impact on digital media in retail (Deloitte, 2014)

In November 2013, 36 % of all in-store purchases was influenced by digital devices or platforms, this number had already increased to 50 % in September 2014. Meaning that half of our in-store retail purchases is digitally influenced, however this number have propably reached a higher procentage by now (Deloitte , 2014).

It can therefore be argued that the development of digital platforms such as Facebook, TripAdvisor, Twitter, YouTube and Instagram is helping sports apparel companies to boost sale and to engage with new and existing customer. However, this is only if the digital media platforms are used in the correct way. Digital media is an effective way to interact with customers and an important information source for consumers in the decision making process (eMarketer, 2016). Hence digital media is something companies need to put effort into in order to keep or increase their market share, otherwise they risk that consumers will move to competing brand if they do not find the necessary information digitally.

5.1.1.2.3 Sports apparel market in Portugal and the use of digital media

As earlier mentioned Portugal has been having a tough time recovering from the financial crisis, however many factors indicate that the financial situation in Portugal is getting better and better. This is especially seen within the apparel and footwear sector in Portugal which in 2015 showed positive growth for the first time in many years. The sportswear sector is very important for the growth of apparel sales, as sport-influenced design have become very popular in Portugal, due to the high focus on a healthier and sportier lifestyle. Furthermore, it is seen that outdoor activities and sports are becoming more popular and gaining more participants, which enable the industry players to invest more in sportswear products and design. (Euromonitor International , 2016).

As shown in the PESTLE analysis, the Portuguese internet use has increased rapidly the last decade. The growth of internet users in Portugal has influenced the internet sales. Meaning that there is an increase in e-commerce and how the internet influences sale of apparel and footwear. E-commerce is slowly increasing; however Portugal is still behind its European neighbors. Still the internet has a huge impact on apparel brands, as consumers often look at brands online channels before purchasing either online or in the physical store. A brands online performance helps forming the consumer´s first impression making it a very important factor (Euromonitor International , 2016).

Furthermore the sport apparel market is part of the retail industry, which we in previous section discovered was a growing industry globally. Studying a report from Trading Economics (2016) it is also evident that the retail industry is increasing in Portugal. After a big downfall due to the

economic crisis, the Portuguese retail market is again growing as shown in the figure underneath (Trading Economics , 2016).

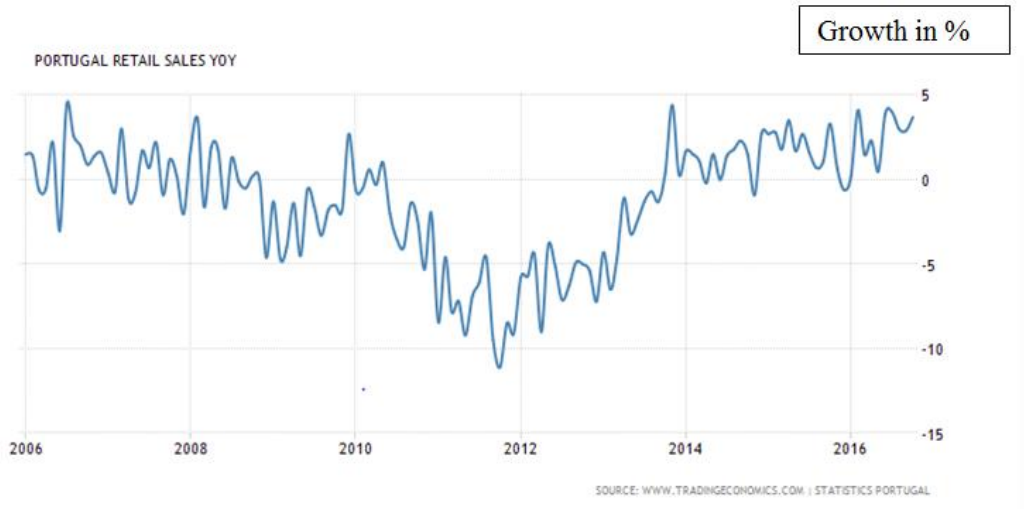


Figure 3 – the Portuguese retail market growth in percentage (Trading Economics , 2016)

Moreover an annual report from the Adidas group shows that the West European market has increased with 19 % from 2015 to 2016, indicating that there is a big market potential in West Europe, including Portugal within sports apparel (Adidas Group , 2016).

To conclude it is evident that the Portuguese apparel market is a growing industry both within retail and ecommerce. Furthermore, digital brand activity plays a big role in the decision making process, since it is often the first way for customers to engage with a brand/product.

5.1.1.3 Competitors

Being a sports apparel brand the Quiksilver group work in a high competitive environment, pushing them and their competitors to be innovative both in form of fashion and technology. This chapter looks at how the direct and indirect competitors make use of digital media.

5.1.1.3.1 Direct competitors

Brands serving the same purpose of Quiksilver, Roxy and DC shoes are considered direct competitors. This means that all brands within boardriding fashion and lifestyle are seen as direct competitors. This is a lot of competitors and only the main competitors on the Portuguese market are highlighted here:

Billabong: Billabong is one of Quiksilver´s strongest competitors in Portugal. Billabong was one of the first surf brands to enter the market in Portugal; with Portuguese head office in Ericeira, like Quiksilver (Appendix 1). Billabong Portugal uses their homepage, Facebook and Instagram for digital marketing. Their Facebook "Billabong Portugal" has 13.480 fans and their Instagram have 10.800 followers'. For their Portuguese page they only use organic posts, but they are very active and they are often posting content on their social media several times a day (Facebook). The language on their Portuguese social media is in Portuguese only.

Deeply: Deeply is a Portuguese surf brand founded in 2004 in Porto, Portugal. Deeply is a big competitor to Quiksilver Portugal as their main focus lay on the Portuguese and European market. Within digital media Deeply only has a main homepage, a Facebook and an Instagram, as they are not big enough to have it geographically divided. Their Facebook page has 28.690 fans and their Instagram 4.500 followers. They only use organic posts, but they receive a lot of attention in Portugal as most of their sponsored athletes are Portuguese. Last year Deeply got Vasco Ribeiro on their team, one of Portugal's best surfers, which won them a lot of publicity. Furthermore, Deeply is known to have very competitive prices (Appendix 1).

Rip Curl: Rip Curl is one of Quiksilver's biggest competitors worldwide, however Rip Curl has not yet put a lot of focus on the Portuguese market in terms of digital media. Rip Curl do not have any Portuguese digital media and they only have one flagship store in Portugal. The strongest place of competition in Portugal is therefore in wholesale and ecommerce.

Hurly: Hurly is a surf apparel brand owned by Nike. Hurley has a very strong brand and is a big competitor to Quiksilver worldwide. However, similar to Rip Curl, Hurley has no Portuguese digital media and they have no flagship stores in Portugal. The strongest place of competition is therefore in wholesale and ecommerce.

O'Neill: O´Neill is another strong surf apparel brand. O'Neill is present on the Portuguese market with a distributor that have its own Portuguese digital media channels in form of Facebook (590 fans) and Instagram (3000 followers). O´Neill is a strong competitor on wholesale and ecommerce especially within the wetsuit segment, which is their specialty.

5.1.1.3.2 Indirect competitors

Indirect competitors are considered brands with different types of products that serves the same needs as the products of Quiksilver. As a sports apparel brand within the niche of board sports Quiksilver do not just compete with other brands in this niche industry, they indirectly compete with both fashion and other sports apparel brands. According to Ben Cortinas, shop manager in Quiksilver Boardriders Ericeira (QBE), Quiksilver's biggest international and indirect competitors are Adidas, Nike and Reebok which are sports apparel brand with a wide product sector (Appendix 1).

All three brands have products suiting many different sports such as fitness, running, football, basketball and they are very well established within sports apparel fashion. However, looking at the three brand´s digital media, it is shown that none of the brands have any social media pages dedicated to the Portuguese market. However, both Reebok and Adidas have official social media pages in other European countries such as Spain, France, Germany, Denmark etc. meaning that it is hard to get any information about the brand in Portugal. Nike has not divided their social media pages geographically, but they have instead separated it by type of sport. Common for all three brands is that they have a Portuguese homepage for online purchases in Portugal; though the language is still in English.

5.1.2 Internal Analysis

5.1.2.1 Quiksilver

The brand Quiksilver was found in Torquay, Australia in 1969 developing board shorts using aspects of wetsuit technology, such as snaps and Velcro flies. Today the Quiksilver group is a multifunctional and multinational company consisting of three brands; Quiksilver, Roxy and DC Shoes. Roxy was introduced to the market in 1990 and DC Shoes were acquired in 2004. Quiksilver's headquarter is today placed in Huntington Beach, California, with European and marketing headquarters in France.

Figure 5 – Brands in the Quiksilver group

Today the Quiksilver group is a global business and globally they have 681 owned stores, 307 licensed stores and 988 retail stores. They have more than 700 employees worldwide and they are present in more than 90 different countries with consolidated revenue of 1.4 billion USD. In the figures below it is shown how the distribution is in terms of brands, geography and distribution. Quiksilver remain the largest brand accounting for 40 % of the revenue, geographically it is shown that the American market is the biggest, but with Europe following closely. The distribution of sale show that wholesale is the biggest source of sale with 65%, followed by retail accounting for 30% of the sale, whereas e-commerce only contribute with 5% of the global sale.

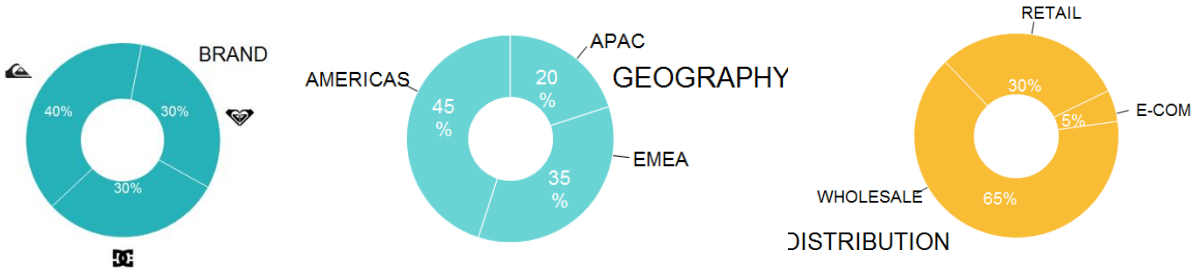


Figure 6 – Distribution of sale in Quiksilver Inc.

Looking closer into the product range, it is noticed that Quiksilver´s largest source of sale comes from fashion apparel which account for 47% of their sale, meaning that their fashion wear have become the most important part of their business. Board shorts which is the second biggest source of sale only account for 15% of the overall sale.

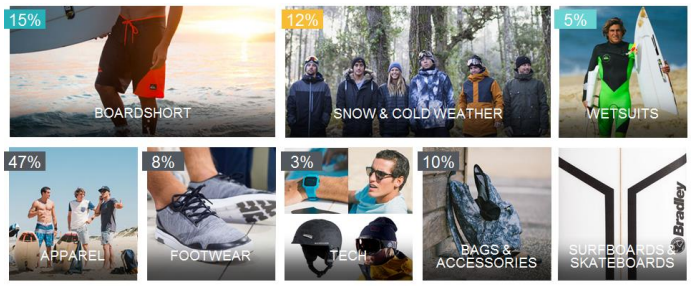


Figure 7 – Distribution of sale within products

In terms of marketing the Quiksilver group is using different tools as shown in the wheel underneath:

Figure 8 – Marketing Channels used by Quiksilver

However, as this thesis is focusing on digital media, we will only look into Quiksilver´s digital media and how they are working.

Quiksilver:

Media / Brand	Facebook fans	Instagram Followers	Twitter followers	YouTube views	Quiksilver.com visitors pr. year
Quiksilver	4 Million	1.4 Million	269 Thousand	49.3 Million	15.4 million
Roxy	3.25 million	1.2 million	98.4 thousand	13.8 Million	-
DCshoes	15 million	1.4 million	730 thousand	415 million	12.3 million

Table 4 – Quiksilver, Roxy and DC shoes on digital media worldwide

Besides having their own digital media channels, the Quiksilver group put a lot of resources into sponsoring great athletes within the snow, skate and surfing scene. Quiksilver is using the athletes for content on their own digital media and the athletes also use their own digital media to help direct their fans to Quiksilver´s own digital media platforms. Furthermore, Quiksilver host

and sponsor a lot of big surf, snow and skate events which often result in huge social media engagement, example the big wave completion "Eddie would go" that happened in February 2016, sponsored by Quiksilver, had the biggest social media reach ever for an action sport event and more than 5 million viewers (Appendix 4).

5.1.2.2 Quiksilver brands – mission, vision and core values

Quiksilver/Roxy:

- Vision: To lead the boardriding culture and bring the attitude that define your style
- Mission: Inspire and amplify life, on and off the board (Appendix 4)

DC Shoes:

- Vision: We tap the energy, passion and self-expression of skate culture to be the most sought after athletic lifestyle brand in the world.
- Mission: quip and inspire our communities to challenge convention, aim higher and make their own way (Appendix 4).

Corporate core values for all brands: "*supporting boardriders communities around the world, protect the environment and improving the quality of life though board sport*" (Appendix 4).

5.1.2.3 Quiksilver Portugal

As earlier mentioned Quiksilver first appeared in Portugal 30 years ago on a license, which was brought back to the Quiksilver group in 2011 with the opening of their own flagship store in Ericeira, Portugal. DC shoes however are remaining as a distributor on the Portuguese market. The store in Ericeira, called Quiksilver Boardriders Ericeira (QBE), has become headquarter for the Portuguese market as the store is center for retail, showroom, wholesale, office etc.. Besides this, QBE has a gym, a surf school, a big skate park and since the opening it has been center for many sports events, parties and concerts. The store is the 3th biggest Quiksilver store in the world and it is therefore an important marketing tool on the Portuguese market.

In addition to the running of QBE, Quiksilver Portugal has four different types of clients:

- Elite franchisers: is a separate business run in close partnership with Quiksilver and with Quiksilver logo on the door. It's a big risk for the company as they are using the name

and it will have consequences for Quiksilver if the shop closes or if the shop is purely run. Quiksilver only have four franchising stores in Portugal.

- Elite energy: Are independent stores with their own name and logo, but with a close relationship to Quiksilver and a main product range of Quiksilver, Roxy and DC shoes products. The shops get special conditions, as Quiksilver believe that they have a special image that is benefiting Quiksilver. Quiksilver has 12 of these clients in Portugal.
- Independent territory: is all the wholesale clients which includes fashion shops, sport shops, surf shops etc. These shops have multiple brands in their stores including products from Quiksilver´s main competitors.
- Automated sales: Is a small group of clients, very small shops or business who just buy their products online on Quiksilver`s website for professionals (Appendix 1).

Compared to the fact that Quiksilver worldwide have 681 owned stores, 307 licensed stores and 988 retail stores, Quiksilver Portugal is a very small part of the global business. However, as center for the European surf scene, the Portuguese market has a huge marketing value. Portugal has become surfers preferred surf destination in Europe and more and more surf tourists are coming every year which is an important factor for Quiksilver. Looking at Quiksilver Portugal´s sales numbers from the last four years, it is evident that the business is growing. There have been a steady grow growth within retail since 2013 with a positive variation in 2014 due to the opening of a new franchising shop. Wholesale had a decrease from 2014-2015 as a result of client loss, however Quiksilver has again established a positive growth within wholesale in 2016 and the manager believe that the wholesale department will continue growing in 2017 (Appendix 1).

	Wholesale growth in %	Retail growth in %
2013	13.11 %	10.53 %
2014	-14.60 %	33.33 %
2015	-13.06 %	7.14 %
2016	11.44 %	6.67 %

Table 5 – development in sales numbers for Quiksilver, Portugal

Quiksilver Portugal has three different digital media channels, their homepage (quiksilver.pt), a Facebook page and an Instagram account. Thus, their Instagram and their Facebook page are named "*Boardriders Ericeira*" they function as the Portuguese Quiksilver page since customers can collect information about Quiksilver, their products, their events etc. If customers cannot

find the needed information on QBE´s social media, it can be found on Quiksilver´s main pages or on their Portuguese homepage. However it can be discussed that Quiksilver Portugal is missing their own social media pages since people who have not visited the shop in Ericeira would have difficulties finding the page on social media. Potential customers therefore might miss out on information about events, discounts, sales promotions etc. In the table below it is shown how many followers and visitors Quiksilver has in Portugal

Facebook fans (Boardriders Ericeira)	Instagram Followers (Boardriders Ericeira)	Quiksilver.pt visitors pr. year	e-commerce
11.167	3.410	133.598	2.4 % of the Portuguese sale

Table 6 – Quiksilver´s digital media in Portugal (December 2016)

The amount of Facebook fans has increased fast since Quiksilver introduced "Facebook Check-in", meaning that people need to like and check-in on to QBE on Facebook in order to receive free Wi-Fi in the shop.

Quiksilver has not spent any money on social media marketing in Portugal and their social media only consist of organic posts. QBE mainly use Instagram to post their pictures and afterwards they share the same content on Facebook, resulting in the two platforms almost having the same content. On average QBE post five pictures a week, however these numbers can variate during special events, with a variety of content with pictures from Team athletes, the shop, products, the skate park, events etc. Nevertheless, QBE is under some restrictions from Quiksilver´s marketing head office, meaning that the head office needs to approve certain marketing content; otherwise there is no guidance from the head office regarding how to control the social media. Thus, it can be argued that using Facebook and Instagram for exactly the same content is a mistake, as no type of media serve exactly the same purpose. Even though both Facebook and Instagram both operate in cognitive stage of the hierachy-of-effects model, Facebook is able to do more than catching customers attention as it is possible to share more content than a single picture. Looking into QBE´s statistics on facebook, it is shown that posts with more content than a single picture reaches fare more people than a picture shared from instagram. In the two pictures seen in appendix 5 and 6 it is revealed that uploading an event album gave QBE more than 23 thousand clicks, whereas the other picture show the sharing of three instagram posts which only got 64, 43 and 65 clicks (Appendix 5 and 6).

Although QBE has a Facebook page that includes customer reviews, they are still missing a place where people can go to gain more customer knowledge. As earlier discovered knowledge and experience about service/products is more powerful and trustworthy if it comes from people outside the organization. QBE could therefore consider starting up a TripAdvisor account, as it helps potential customers to get knowledge and to shape their preferences about products and services.

Looking at the website traffic per year on Quiksilver.pt, it is evident that the online visits are growing yearly and the visitor number is more than tripled since 2012. This is another indication of how important digital media is and will be in the future. Even though e-commerce only account for 2.4 % of the Portuguese sale, digital media is still an important source of information gathering before visiting the physical stores.

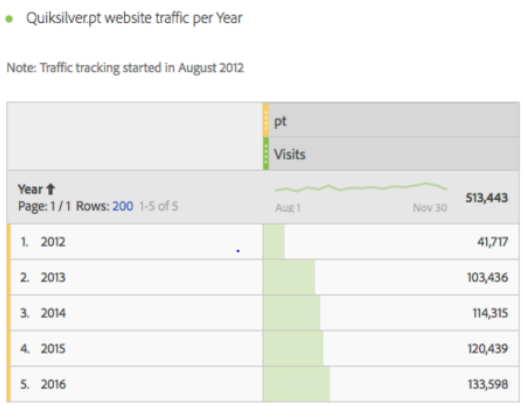


Figure 9 – Visits on Quiksilver.pt from 2012-2016

5.1.2.4 Social Media Comparison

Table 7 show us that Quiksilver has a very strong brand in terms of social media in comparison to its main competitors. Worldwide they have strong accounts on all the social media listed in the table. However Billabong is stronger represented on the Portuguese market, meaning that there is room for improvement, as explained in the next chapter.

Media / Brand	Facebook fans		Instagram followers		Twitter		YouTube views	
	Worldwide page	Portugal page	Worldwide page	Portugal page	Worldwide page	Portugal page	Worldwide page	Portugal page
Quiksilver	4 million	11.167 (boardriders)	1.4 million	3.410 (boardriders)	269 Thousand	Non	46 Million	Non

Roxy	3.2 million	Non	1.2 million	Non	98.8 thousand	Non	13.8 million	Non
Billabong	4.4 million	13.480	1.3 million	10.800	203 thousand	47 (not up to date)	15.6 million	Non
Rip Curl	1.7 million	Non	No worldwide page (divided by continent)	Non	62.1 thousand	Non	26.2 million	Non
Hurley	4.5 million	Non	1.3 million	Non	242 thousand	Non	18.8 million	Non
O'Neill	1.1 million	590	No worldwide page (divided by continent)	3.000	86.4 thousand	Non	6.6 million	Non
Deeply	29.400	Non	4.500	Non	Non	Non	Non	Non

Table 7 – Social media comparison between Quiksilver and the main direct competitors

5.2 Marketing strategy

The aim of the marketing strategy is to develop the STP (segmentation, targeting, positioning). Developing the STP is an important process in order to identify and direct the company towards the market that holds more potential or have greater value for Quiksilver than other markets (Fill, 2009, p. 291). The STP is therefore an essential process in gaining the right tools to create the marketing mix in the next chapter.

5.2.1 Segmentation

Market segmentation is the manner in which a mass market is divided into smaller identifiable groups or segments, each with its own common characteristics that show similar responses to marketing actions. Market segmentation is very important because no single product is will meet the needs of all customers in mass markets (Fill, 2009, p. 291).

In order to define the market for Quiksilver Portugal, the most important segmentation criteria is:

- Demographics – age, gender, occupation
- Psychographic – lifestyle
- Behavioristic – social media pattern, expectations, life stage

Thus, it is important to keep in mind, when segmenting and targeting the market that the globalization and the revolution of the internet have made it harder to distinguish between the

different segments. However it is essential to clearly define the different segments in order to establish the marketing mix.

5.2.2 Targeting

Based on the segmentation criteria, a series of segments have been selected in order to define the target group. The target group has been defined as the following:

- B2C target group
- Geographic:
    - Portuguese consumers and surf tourism (Especially in Ericeira where the population is more than tripled from April to November mainly with surf tourism)
- Socio-Demographics
    - A equal mix between men and woman
    - Singles and young couples
    - Core target 15-30 years old
- Psychographics
    - Young people with an active lifestyle
    - Statement oriented – being part of “a club of boardriders”
    - Individual, open-minded and alternative lifestyle in a “beachy” environment: interest in new ideas and change
    - Focus on good quality
- Behavioral
    - Young lifestyle “forever young”
    - Online affinity: usage of all digital devices
    - Have brand awareness

To sum up, the main target group for Quiksilver Portugal is young men and women between 15 and 30, or older with a young-minded style. They have an active lifestyle, living or would like to be seen as living a beachy lifestyle. Furthermore, the main target is boardriders (skaters, surfers, snowboarders) or people who identify themselves with the boardriders lifestyle with high brand awareness and focus on quality. The target is the Portuguese consumers, but also the large surf

amount of tourism which growing fast allover Portugal. Lastly, the target group is digital with the opportunity to communicate online at all times.

5.2.3 Positioning

The positioning is mainly about designing the offer and image that the company intends to convey in consumers' minds concerning the product and service. A good positioning builds on the following brand positioning blocks that all contribute to the overall meaning of the company (Kotler & Keller 2012).

Brand positioning statement	
Competitive environment	Men and Women representing a casual lifestyle heritage from the boardriding culture
Target	Men and women, 15-30 who want to bring attitude and statement to their style
Insight	Young-minded people who identify themselves with the boardriding culture and/or the beach/mountain lifestyle – what to show that they are part of this lifestyle
UVP	Bring the attitude that defines your style
PoP	It is cool, trendy and quality (exclusive sportswear brand)
PoD	Brings the spirit of outdoor/boardriding activity to your style
Reason to believe	You become part of the boardriding club
Brand Mantra	Inspire and amplify life, on and off the board

Table 8- Brand positioning statement for Quiksilver

After defining the brand positioning statements it is possible to make a perceptual map which illustrate where the product or service is placed in the mind of the consumer. Furthermore, the perceptual map show where the product or service is placed compared to the competitors within sports apparel. In order to develop the perceptual map two important diminutions was chosen; Price level and fashion/quality. The brands online shops were used to compare the prices of the different products followed by a google search to compare the satisfaction level concerning quality/fashion of the different brands.

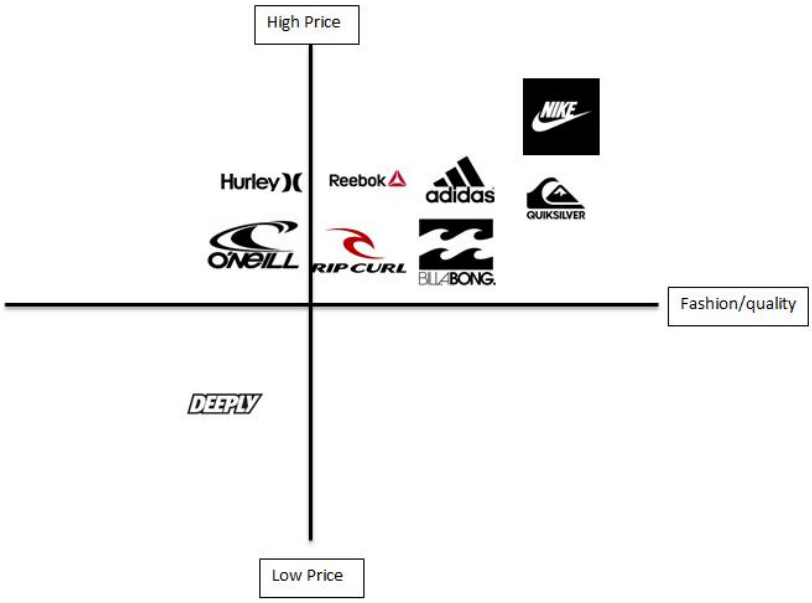


Figure 10 – Perceptual map (own elaboration)

Positioning helps us to understand the brand positioning of; the brand itself, its competitors, and the product/service which are all factors that influences the consumers buying decisions. After developing the brand positions statements and the perceptual map it can be concluded that Quiksilver´s brand positioning in Portugal is; a fashionable and expensive sports apparel brand that target people with a young minded lifestyle who want to be part of the "boardriders club".

5.3 Data analysis

5.3.1 Primary quantitative data

The primary data was collected via an online questionnaire available from the 7th – 27th of February 2017 with 311 respondents. Hereafter the statistical program (SPSS) was used to analyze the quantitative data collected via the questionnaire. As earlier mentioned the questionnaire was divided into 7 different areas; Demographics, Social media use, Sports brands on social media, Brand awareness, Brand Page Participation, Social media activity/attitude and Word-of–mouth. First a descriptive statistical analysis will be carried out to study all 7 areas. Hereafter the hypotheses and assumptions will be tested in order to study the relations and the correlations between the different variables.

5.3.2 Descriptive statistical analysis

- **Demographics**

By caring out a descriptive analysis it is possible to characterize the demographic characteristics of our sample size.

Q1 – figure 11 shows the distribution of gender. It is found that the number of male respondents is 167 or 53, 7 % and that female respondents are 144 or 46, 3 %.

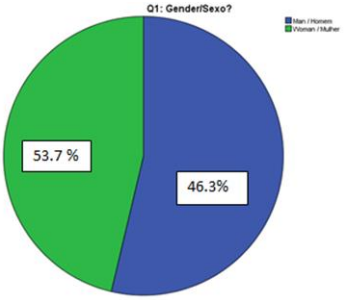


Figure 11 – Distribution of gender

Q2 – Out of the 311 respondents, it is illustrated in chart 2 that the largest group is between 25-34 years old accounting for 41.5 % or 129 respondents. The second biggest age group is 18-24 years, representing 26 % or 81 respondents. The age group 35-44 years accounts for 17.4 % or 54 respondents, the last three age groups accounts for a very small amount of the respondents with only 11.6 % above the age of 45 and only 3.5 under the age of 18. Looking at the cumulative percentage it is shown that 67.5 % of the respondents are between 18 and 34 years.

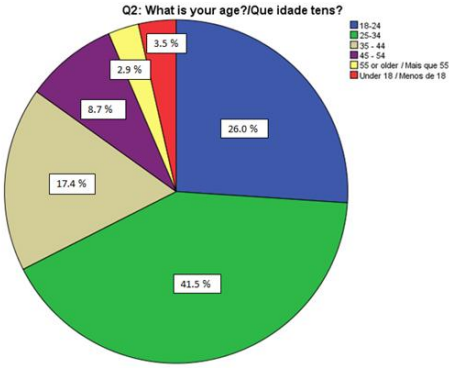


Figure 12 – distribution of age

Q3 – Figure 12 shows that the majority of the respondents are students (27.7 %) followed by managers who represent 20.9 % of the respondents. 15.1 % have answered “other”, meaning that

they did not fall into any of the invented categories. Within the category of "other" three occupations/titles were repeated several times; athlete, teacher and photographer.

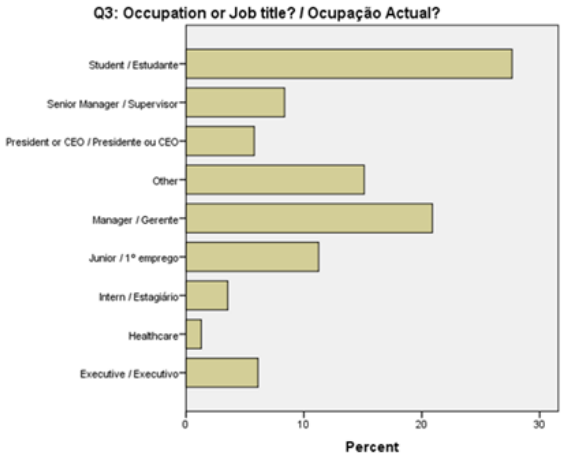


Figure 13 – Occupation/job title

Q4 – Figure 13 shows how active the respondents are in exercising sport. The histogram shows that majority of the respondents are very active and a cumulated percentage demonstrate that 75.6 % have answered 4 or more. The mean is 4.58 as illustrated with the purple line in the histogram.

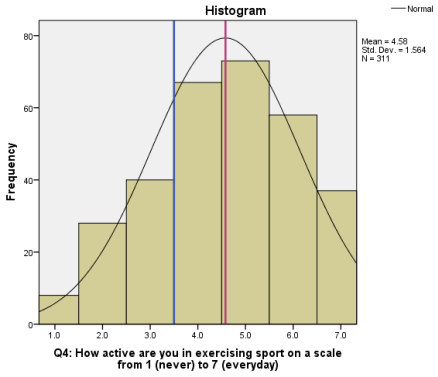


Figure 14 – Sports activity on a scale from 1-7 (red line is the mean plot, blue line is the center point)

After analyzing the demographics it can be concluded that our sample size is an almost equal mix between men and women and is characterized mainly by students in the age group 18-34 who are very active in exercising sport.

- **Social media use**

This section of the questionnaire is trying to illustrate which social media the respondents use and how they use the different platforms.

Q5 – The first question within this section asked the respondents if they were present on social media in order to exclude any respondents not using any social media. All 311 respondents' answers "yes", meaning that they are all present on social media.

Q6 – Figure 15 shows the number of respondents using the different social media. Looking at the chart it is proven that Facebook is the most popular social media within our sample size with 307 out of 311 (98.7 %) using the platform, closely followed by Instagram with 259 (83.3 %) uses. Snapchat and the more corporate social media LinkedIn both have 135 users (43.4%). Less than 25 % of our respondents have an account on Twitter, Google+, TripAdvisor and YouTube.

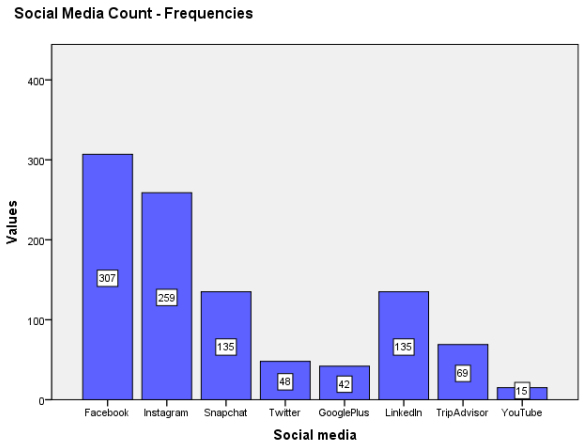


Figure 15 – Social media count

Q7 – Q13 – Figure 16 illustrate the respondents use of the six different social media platforms; Facebook, Instagram, Snapchat, Twitter, Google+, LinkedIn and TripAdvisor. The respondents were asked to rate their use of the six social platforms on a scale from 1 (Never) to 7 (several times a day). Figure 16 shows that our sample group is very active on Facebook, 48.2 % have answered "7" meaning that they use Facebook several times a day. The mean number is 5.8 demonstrating that Facebook is the most used social media within our sample size followed by Instagram with a mean number of 4.8, making it the second most popular social media within our sample. Furthermore the chart illustrates that Snapchat, LinkedIn and TripAdvisor only is used

moderately by our respondents, with means of 2.7 % 2.2 % and 1.9 %. Around 50 % of the respondents answered that they never use these Social platforms.

Moreover our respondents are barely using Twitter and Google+ with 82.6 % and 74.6 % of the respondents answering that they never use these social platforms. With a mean of 1.4 and 1.6 it is evident that Twitter and Google+ are the least favorable platforms within our sample size.

It can therefore be concluded that within our sample Facebook and Instagram is more popular than any of the other social media platforms listed.

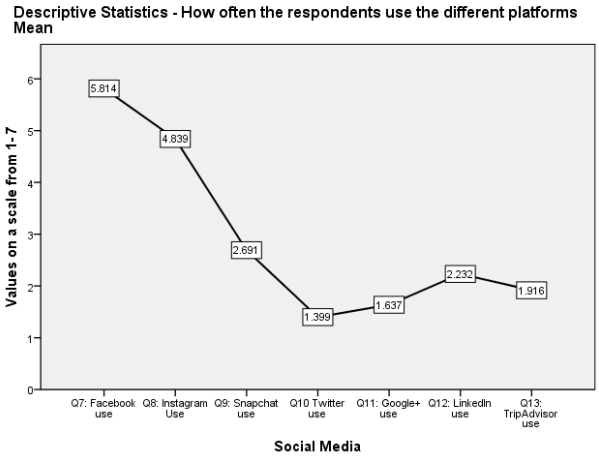


Figure 16 – Social media use, showing the mean number of how often the respondents use the different social media

Q14 – Figure 17 illustrate the length of the social media visits. It is evident that the respondents mostly have short visits on social media, 52.7 % answered that they spend less than 1 hour on every visit. 29.9 % spend 1-2 hours on every visit and 17.4 % spend more than 2 hour per visit.

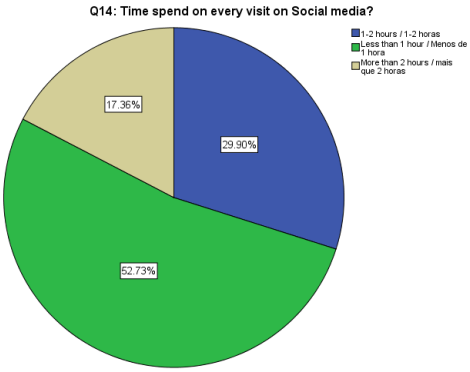


Figure 17 – Time spend on every visit on Social media

- **Sports brands on social media**

Q15- The respondents were asked how often they follow sports apparel brands on social media on a scale from 1 (never) to 7 (always). Chart 8 demonstrates that 46 or 14.6 % never follow sports apparel brands on social media, whereas 51.2 % have rated their answer with "4" or higher. The mean plot is 3.55, meaning that the respondents are following sports apparel brands moderately.

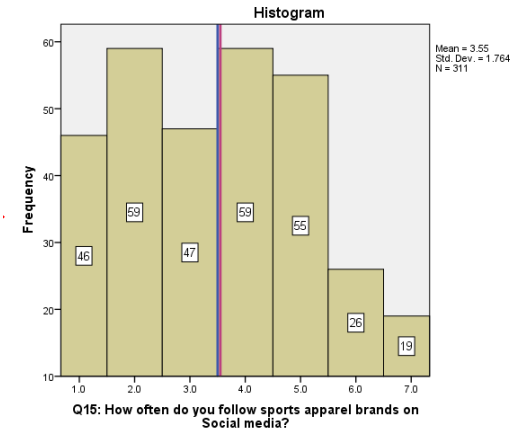


Figure 18 – Frequency following sports apparel brands on a scale from 1-7 (red line mean plot, blue line is the center point)

Q16 – The respondents were asked which of the listed sports apparel brands they follow. Figure 19 illustrate that Quiksilver (44.4 %) and Billabong (39.9 %) are the most followed brands within our sample size, followed by Rip Curl (35.7 %) who is starting to focus on the Portuguese market. The 4th and 5th most followed brands are the sports apparel giants Nike (31.2 %) and Adidas (25.4 %). The brands with the lowest amount of followers within our sample size is Rebook (8.0 %) and Deeply (8.7 %). 73 (23.5 %) of the respondents do not follow any of the listed brands.

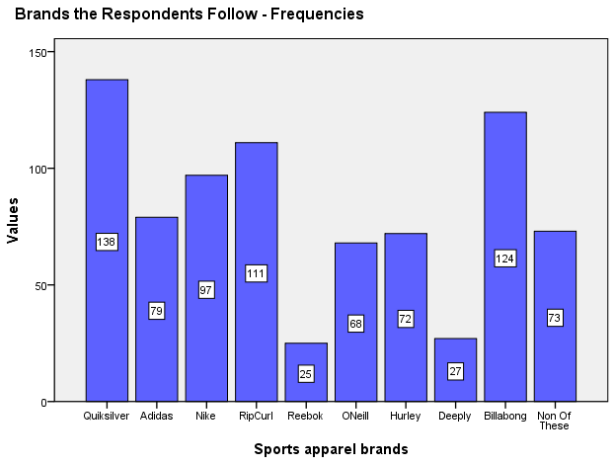


Figure 19 – Sports apparel brands followed by the respondents

Q17 – Q17 reveal that Facebook (46.95 %) and Instagram (42.1 %) are the best platforms to influence the respondents' decisions as illustrated in Figure 20. TripAdvisor is the 3rd most influential platform, with only 3.7 % of the respondents' votes.

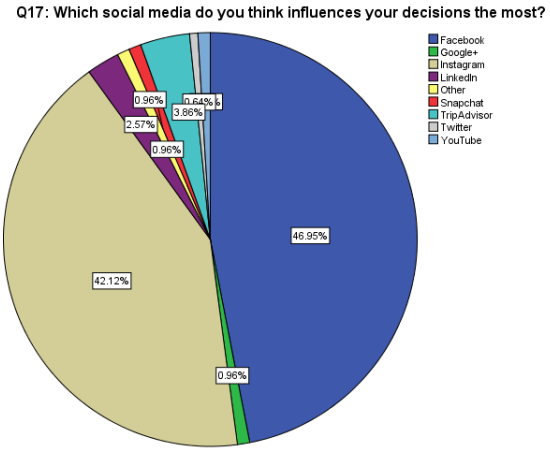


Figure 20 – Social media platforms that influences the respondents the most

Q18 – Figure 21 shows that Facebook (63.0 %) and Instagram (61.7 %) moreover are the best platforms to catch follower's attention. The question gave the respondents the opportunity to choose multiple platforms; still only 9.3 % of the answers were given to one of the other platforms (Snapchat, Google+, Twitter, TripAdvisor, and YouTube).

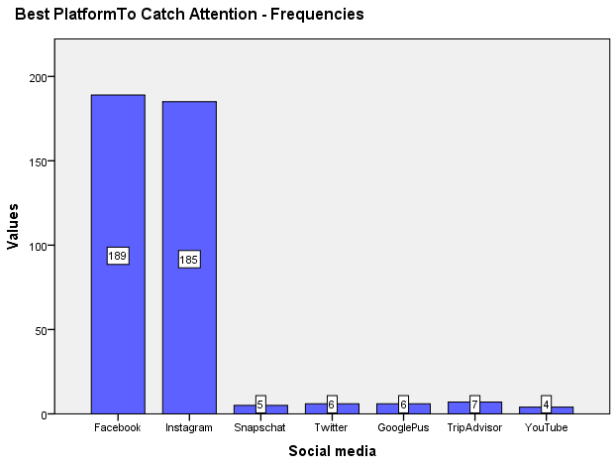


Figure 21 – The best social media platforms to catch the respondents' attention

Q19 – Figure 22 shows that Facebook (68.1 %) is the preferred social media when followers wish to interact with the brand. Instagram has been selected significant fewer times than Facebook, but still 50 % of the respondents use Instagram to interact with brands. The question gave the respondents the opportunity to choose multiple platforms; nevertheless only 53 responses were given to another platform (Snapchat, Google+, Twitter, TripAdvisor, YouTube and other).

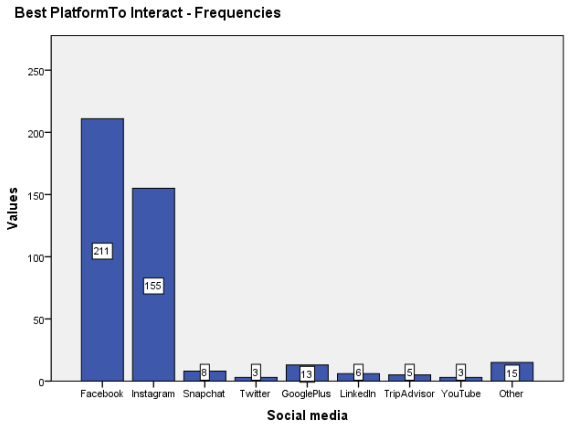


Figure 22 – The best social media platforms to interact with the brands

Q20 – When asked about which platform(s) the respondents use to get the most valuable information Facebook stands out again. 211 out of 311 respondents use Facebook to get information about the brand. Instagram is the second most used platform to gain information. However it was noticed, when reading the data, that 20 out of the 22 answering "other" have

wrote “the brands official website”. Additionally, more than half of the respondents using google+ added that “it was a google search”.

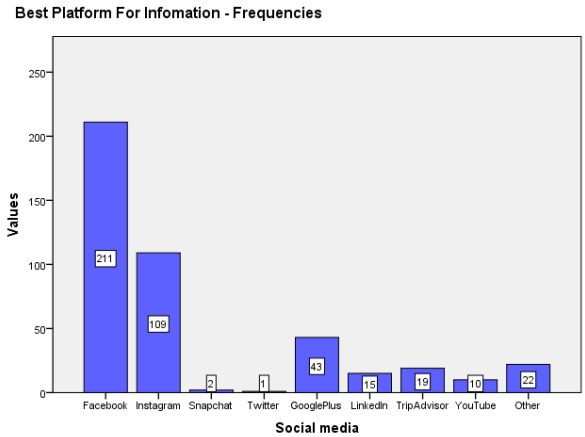


Figure 23 – The best social media platform to gain information about the brand

Q21 – Facebook (61.1 %) and Instagram (44.7 %) were standing out again when the respondents were asked what social media they trust the most. Once more, it was noticed, when reading the data, that a majority of the respondents answering “other” have written “the brands official website”. Furthermore, more than half of the respondents using Google+ added that “it was a google search rating” and not the social media platform.

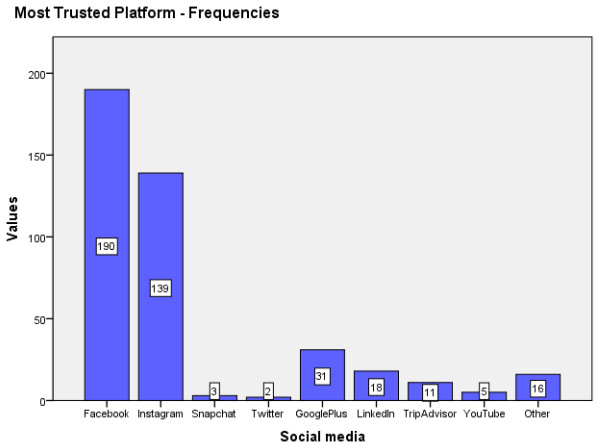


Figure 24 – The most trusted social media platform among the respondents

- ## Brand awareness

Q22 – Q27 – By listing up Quiksilver and its main competitors, the respondents were in five questions asked about how aware they are that the different brands are present on social media,

on a scale from 1-7. Figure 25 shows the mean number of awareness, demonstrating that the respondents are most aware that Quiksilver, Billabong and Rip Curl are present on social media with mean numbers of 5.24, 5.17 and 5.14. The respondents are more moderately aware that Hurley and O'Neill are present on social media, both with a mean of 4.6. Lowest on awareness is Deeply with a mean of 3.35.

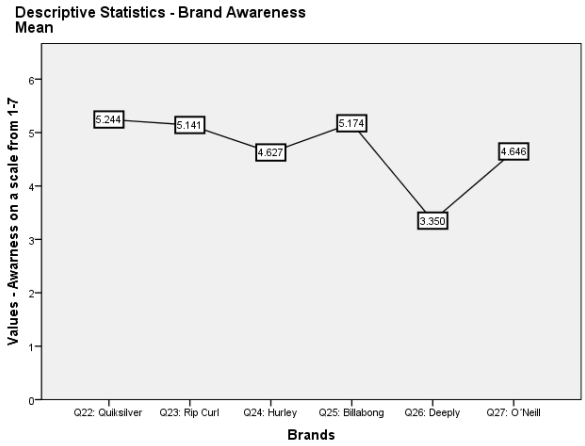


Figure 25 – The mean numbers of brand awareness of the different sports apparel brands

Q28-Q28h – Figure 26 shows 8 different reasons to follow sports apparel brands. The respondents were asked to answer every question on a scale from 1 (strongly disagree) to 7 (strongly agree) (Langaro et. al., 2015:10). Looking at the chart, it is evident that the highest reason to follow sports apparel brands within the sample size is "to receive entertaining content" and "to get inspired" with mean numbers of 4.8 and 4.9. Two other important reasons are "to get updates and product information" and "to be updated on sports events and athletes that the brand sponsors". The least important reasons to follow brands on social media are "to be able to give feedback" and "to be able to easily contact the brand".

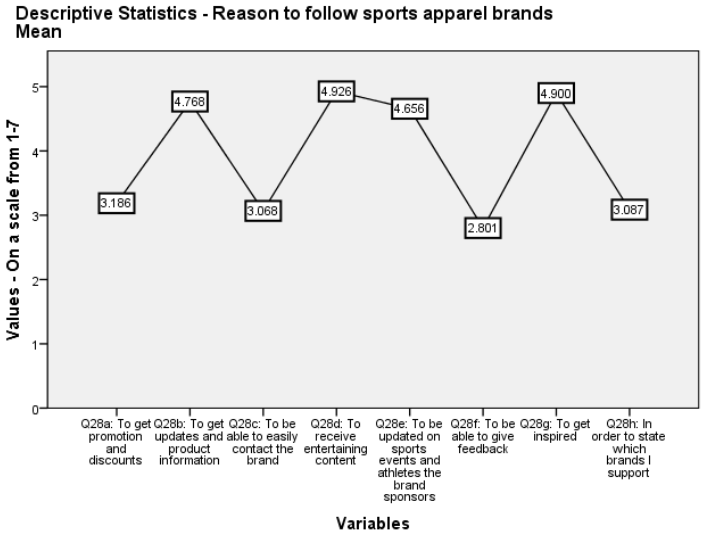


Figure 26 – the mean number indicating the reason for following sports apparel brands

- ## Brand Page Participation

Q29 – The respondents were asked if they were ever active on sports brand pages on social media, the question was answered with yes/no in order to only allow people who answered yes to answer the next 3 question on Brand Page Participation (BPP). 167 or 53.7 % answered "yes" meaning that more than half of the sample size is active on social media by sharing, commenting or liking.

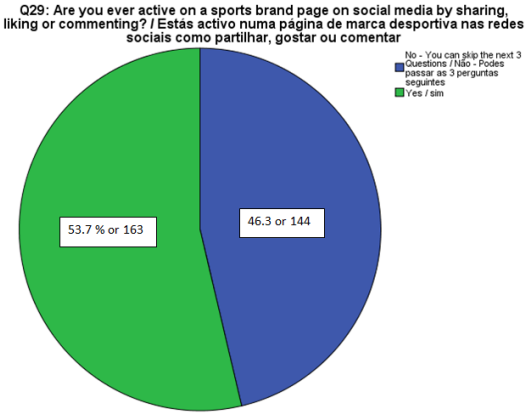


Figure 27 – Activity on sports brand pages on social media

Q30-Q32 – The 163 respondents who answered yes, were afterwards asked to answer how often they comment, like and share posts on sports brands social media pages on a scale from 1-7 (Langaro et. al., 2015: 10). Figure 28 shows the mean numbers of the three questions, clarifying

that the respondents frequently like a post on sports brands pages with a mean of 4.8. Sharing and commenting posts is shown to be less common, but still with moderate means of 3.1 and 2.95.

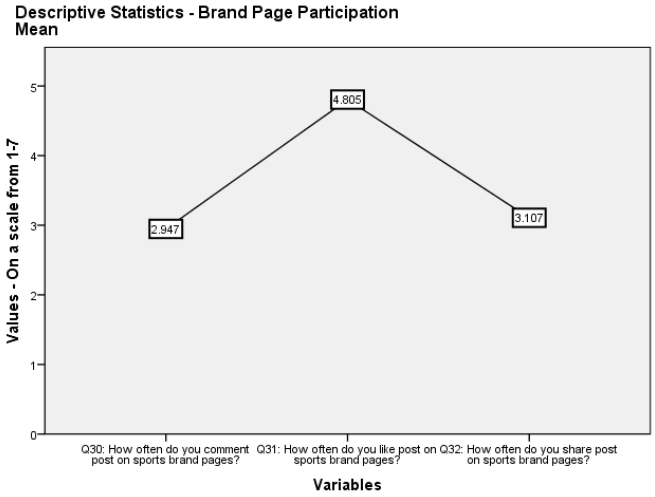


Figure 28 – The mean number of Brand Page Participation on social media

- ## Social media activity and attitude

Q33 – Figure 29 illustrates that the respondents prefer that sports apparel brands upload videos on social media with 44% of the votes. The second most preferred content on social media is photos with 29.3 % of the respondents´ votes. The least attractive post according to our sample size is “new product information” with only 11.9 %.

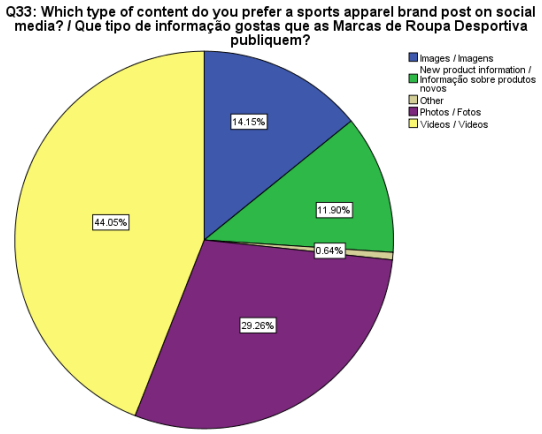


Figure 29 – The respondents preferred content on social media

Q34 – 41.5 % of the respondents prefer that sports apparel brands do one post a day on social media. 24.8 % favor the brands to do a post twice a day and 21.2 % says that the brands should post content less than once a day. Looking at the cumulated percentage 87.5 % prefer that the brands do less than 3 posts a day.

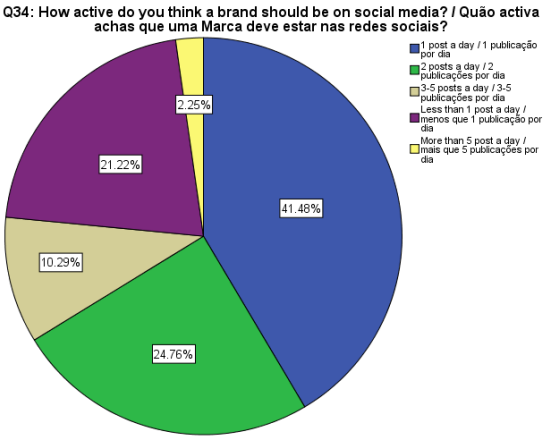


Figure 30 – How active a brand should be on social media/how many posts per day?

Q35a-Q35 – The respondents were asked to rank five attitude statements from 1(Never) – 7 (always), the main question being; "After I have an interaction with a sports apparel brand on social media I tend to see the brand as…" (Langaro et. al., 2015: 10). Figure 31 shows the mean line of the five questions/statements, illustrating that there is cohesiveness within brand attitude. All the means are between 4.29 and 4.51 exemplifying a positive brand attitude after interacting with a brand.

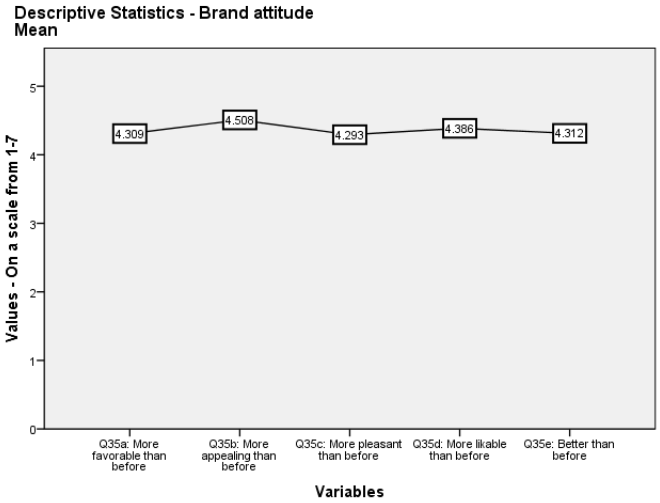


Figure 31 – The mean number of the five questions concerning Brand Attitude

- **Word-of-mouth**

Q36 – In this part of the questionnaire the respondents were asked about word-of-mouth (WOM). First they were asked if they would recommend their favorite sports brand to a friend on a scale from never (1) to always (7). The scale is a modification of a scale used in Elseidi & El-Baz (2016), as the original scale goes from 1- 5. Figure 32 illustrates that majority of the respondents answered "always" (46.3 %). The cumulated percentage shows that 85.2 % of the respondents answered "5" or higher and the mean number is 5.88. It can therefore be concluded that our sample size is very likely to recommend their favorite sports brand to a friend.

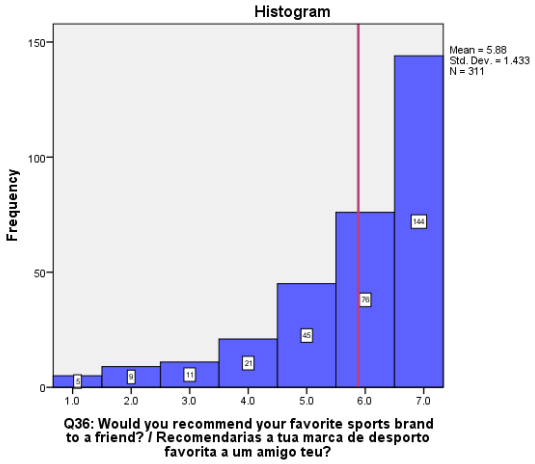


Figure 32 – Count of WOM recommendation on a scale from 1- 7

Q37 – By analyzing figure 33 It can be concluded that majority of the respondents will speak positively about their favorite sports brand. 150 (48.2 %) of the respondents have answered that they "always" talk positively about their favorite sports brand. With a cumulated percentage of 73.6 % of the respondents answering "6" or higher and a mean of 6.03 it is evident that the sample size is very likely to spread positive WOM about their favorite sports brand.

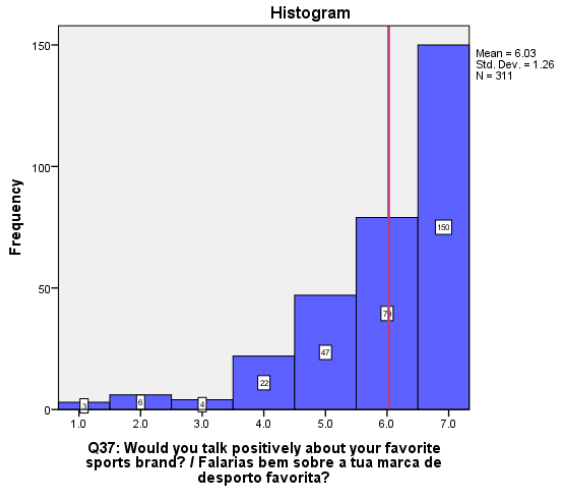


Figure 33 – Positive Word-of-mouth count on a scale from 1-7

After analyzing WOM it can be concluded that the respondents are very likely to spread positive WOM about their favorite sports brand which can be a great benefit for the brand.

5.3.3 Bivariate analysis

In this section of the statistical analysis we have tested several different bivariate relationships in order to test the relationship among different variables, notice that only the significant relationships are listed in this section. All the test results can be found in appendix 8. Before starting the relationship testing a Principal component analysis (PCA) was made in order to reduce the data as shown in table 9. The PCA gave us four new variables; a new compound variable of BPP a new compound variable of BA, a new compound variable of BATT and a new compound variable of WOM, these new variables have been used in the hypothesis testing in order to reduce the number of tests (Appendix 8).

	Component score				
Constructs	1	2	3	4	Cronbach's alpha
BPP					0.702
P1	0.866				
P2	0.833				
P3	0.517				
BA					0.910
A1		0.892			
A2		0.892			
A3		0.889			
A4		0.842			
A5		0.827			
A6		0.541			
BATT					0.970
T1			0.939		
T2			0.926		
T3			0.924		
T4			0.905		
T5			0.899		
WOM					0.907
W1				0.938	
W2				0.929	

Table 9 – Results from factor analysis – see the full PCA analysis in appendix 8

The non-parametric Mann-Whitney test has been used to study the equality of two independent distributions and the Kruskal Wallis test has been performed to study the equality of three or more independent distributions. Furthermore, Chi-square tests have been used to test the independents of two categorical variables. All significant relationships have been tested again with a one-away ANOVA in order to analyze the variance of the data. Only the tests with significant relationships are listed below, all test results can be found in appendix 8.

The objective of these analyses is to examine; the relationship between the two levels of sports activity and social media behavior, the relationship between the different age groups and social media behavior, the relationship between gender and social media behavior, and the relationship between "the time spend on every visit" and social media behavior.

Sports activity

The listed bivariate relationships in appendix 9 evaluate the relationship between sports activity and BPP, BA, ATT and WOM. In order to study the relationship, two new variables were developed to describe the level of sports activity and coded "non-frequent" and "frequent" sports

activity. The four relationships were tested via the non-parametric Mann-Whitney test that examines the equality of two independent distributions. The findings reveal no significant relationship between the level of sports activity BPP, ATT and WOM. Only a significant relationship is found between sports activity and sports brand awareness, meaning that there is a significant difference between "frequent" and "non-frequent" sports activity in terms of BA:

Mann-Whitney Test

Ranks

	Sportsactivity Recoded sports activity	N	Mean Rank	Sum of Ranks
Average_BA Average_BA	1 Non-frequent	76	131.44	9989.50
	2 Frequent	235	163.94	38526.50
	Total	311		

Test Statistics[a]

	Average_BA Average_BA
Mann-Whitney U	7063.500
Wilcoxon W	9989.500
Z	-2.743
Asymp. Sig. (2-tailed)	.006

a. Grouping Variable: Sportsactivity Recoded sports activity

Table 10 – Mann-Whitney test result regarding sports activity and BA

The rank table provides the first information regarding the Mann-Whitney test and it is a very useful tool to study if there is a difference in how the "frequent level" and "non-frequent level" of sports activity rate BA. The rank table can be valuable as an indicator to define which of the two groups has a higher level of brand awareness. In this case, it is shown that the group with the highest level of sports activity has a higher level of BA.

The test statistics table illustrates that there is an actual significant relationship in the test. With a P value less than 0.05 we can conclude that there is a statistical significant difference between consumers that report having frequent and non-frequent sports activity regarding BA. A Mann-Whitney test indicate, on average, that people with a high frequency of sports activity (mean rank = 163.94, n = 235) significantly exceed people with a non-frequent level of sports activity (mean rank = 131.44), U = 7063.5, z = -2.743, P = 0.006 two tailed.

Age:

The table shown in appendix 9 illustrates the bivariate relationships set to evaluate if there are significant differences between age groups in terms of how people behave on social media. Five

of the relationships were tested via a non-parametric Kruskal Wallis test that examines the equality of three or more independent distributions. The other eight relationships were tested via a Chi-square test to test the independents of two categorical variables. The findings reveal that there are significant differences between age groups in how often consumers like posts on sports brand pages:

Ranks

	Age Recoded age	N	Mean Rank
Q31: How often do you like post on sports brand pages?	1 under 18	8	86.06
	2 18-24	41	95.46
	3 25-34	68	89.32
	4 35 - 44	28	83.80
	5 45 - 54	19	59.39
	6 55 or more	5	42.80
	Total	169	

Test Statistics[a,b]

	Q31: How often do you like post on sports brand pages?
Chi-Square	11.803
df	5
Asymp. Sig.	.038

a. Kruskal Wallis Test

b. Grouping Variable: Age Recoded age

Table 11 – Kruskal-wallis test result regarding age and likes

A Kruskal-Wallis H test show that there is a statistical difference in likes within the different age groups, X^2 (2) = 11.803, p = 0.038, with a mean rank score of; under 18 = 86.06, 18-24 = 95.46, 25-34 = 89.32, 35-44 = 83.80, 45-54 = 59.39 and 55 or more = 42.80, indicating that the younger age groups, especially the age group 18-24 are more likely to like posts on social media.

Moreover a significant relationship is found between age groups and why they follow sports apparel brands regarding S1 (to get promotion and discounts) and S6 (to be able to give feedback):

Ranks

	Age Recoded age	N	Mean Rank
Q28a: To get promotion and discounts	1 under 18	11	245.91
	2 18-24	81	158.11
	3 25-34	129	140.07
	4 35 - 44	54	164.69
	5 45 - 54	27	176.31
	6 55 or more	9	142.44
	Total	311	
Q28f: To be able to give feedback	1 under 18	11	244.18
	2 18-24	81	159.06
	3 25-34	129	139.99
	4 35 - 44	54	168.58
	5 45 - 54	27	161.74
	6 55 or more	9	157.39
	Total	311	

Test Statistics[a,b]

	Q28a: To get promotion and discounts	Q28f: To be able to give feedback
Chi-Square	17.997	16.759
df	5	5
Asymp. Sig.	.003	.005

a. Kruskal Wallis Test

b. Grouping Variable: Age Recoded age

Table 12– Kruskal-wallis test result regarding age and S1 (discounts) and S6 (feedback) (Q28)

A Kruskal-Wallis H test show that there is a statistical difference in the ratings of S1 (Q28) within the different age groups, X^2 (2) =17.997, p = 0.003, with a mean rank score of; under 18 = 245.91, 18-24 = 158.11, 25-34 = 140.07, 35-44 = 164.69, 45-54 = 176.31 and 55 or more = 142.44, indicating that the youngest age group is more likely to follow brands to get discounts and promotions.

A Kruskal-Wallis H test also show that there is a statistical difference in the ratings of S6 (Q28) within the different age groups, X^2 (2) =16.759, p = 0.005, with a mean rank score of; under 18 = 244.18, 18-24 = 159.06, 25-34 = 139.99, 35-44 = 168.58, 45-54 = 161.74 and 55 or more = 157.39, indicating that the youngest age group is more likely to follow brands in order to give them feedback.

Furthermore it is evident that there is a significant relationship between age groups in which platform they prefer regarding attention and interaction:

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age Recoded age * Q18_Facebook	311	99.4%	2	0.6%	313	100.0%

Age Recoded age * Q18_Facebook Crosstabulation

Count

		Q18_Facebook		
		.00	1.00	Total
Age Recoded age	1 under 18	8	3	11
	2 18-24	30	51	81
	3 25-34	60	69	129
	4 35 - 44	18	36	54
	5 45 - 54	4	23	27
	6 55 or more	2	7	9
Total		122	189	311

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.841[a]	5	.005
Likelihood Ratio	17.782	5	.003
Linear-by-Linear Association	8.083	1	.004
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 3.53.

Table 13 – Chi-square test result for attention caught via Facebook and age

A chi-square test of independence was performed to compare the frequency of getting once attention caught via Facebook among the different age groups. A significant relationship was found X^2 (5) = 16.841, p = 0.005. Under 18 = 27.27 %, 18-24 = 62.96 %, 25-34 = 53.5 %, 35-44

= 66.67 %, 45-54 = 85.2 % and 55 or more = 77.78 %, the age group standing out mostly is the group under 18. Only 27 % of the respondents under 18 are getting their attention caught via Facebook, however as this age group only have 11 respondents it can be discussed if the test result suffers from external validity issues and could be reproduced. Furthermore the result illustrate that the age groups above 45 tend to get their attention caught via Facebook.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age Recoded age * Q18_Instagram	311	99.4%	2	0.6%	313	100.0%

Age Recoded age * Q18_Instagram Crosstabulation

Count

		Q18_Instagram		Total
		.00	1.00	
Age Recoded age	1 under 18	3	8	11
	2 18-24	25	56	81
	3 25-34	45	84	129
	4 35 - 44	26	28	54
	5 45 - 54	22	5	27
	6 55 or more	5	4	9
Total		126	185	311

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.580[a]	5	.000
Likelihood Ratio	26.987	5	.000
Linear-by-Linear Association	19.096	1	.000
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 3.65.

Table 14 – Chi-square test result for attention caught via Instagram and age

A chi-square test of independence was performed to compare the frequency of getting once attention caught via Instagram within the different age groups. A significant relationship was found X^2 (5) = 26.580, p = 0.000. Under 18 = 72.7 %, 18-24 = 69.1 %, 25-34 = 65.1 %, 35-44 = 51.85 %, 45-54 = 18.5 % and 55 or more = 44.4 %, the test result show that the younger the respondents are the more likely they are to get their attention caught via Instagram. 72.7 % of the respondents under 18 get their attention caught via Instagram, this number is only 18.5 % in the age group from 45-54.

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age Recoded age * Q19_Facebook	311	99.4%	2	0.6%	313	100.0%

Age Recoded age * Q19_Facebook Crosstabulation

Count

		Q19_Facebook		Total
		.00	1.00	
Age Recoded age	1 under 18	4	7	11
	2 18-24	24	57	81
	3 25-34	53	76	129
	4 35 - 44	16	38	54
	5 45 - 54	2	25	27
	6 55 or more	2	7	9
Total		101	210	311

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.104[a]	5	.022
Likelihood Ratio	15.111	5	.010
Linear-by-Linear Association	3.349	1	.067
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 2.92.

Table 15 – Chi-square test result for using Facebook to interact with the brand and age

A chi-square test of independence was performed to compare the frequency of interacting with the brand via Facebook within the different age groups. A significant relationship was found X^2 (5) = 13.104, p = 0.022. Under 18 = 63.6 %, 18-24 = 70.4 %, 25-34 = 58.9 %, 35-44 = 70.4 %, 45-54 = 92.6 % and 55 or more = 77.78 %, the age group that stand out mostly is the group 45-54 with 92.6 % of the respondents using Facebook to interact with brands, where only 58.9 % of the age group 25-34 use Facebook to interact.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age Recoded age * Q19_Instagram	311	99.4%	2	0.6%	313	100.0%

Age Recoded age * Q19_Instagram Crosstabulation

Count

		Q19_Instagram		Total
		.00	1.00	
Age Recoded age	1 under 18	1	10	11
	2 18-24	35	46	81
	3 25-34	57	72	129
	4 35 - 44	31	23	54
	5 45 - 54	24	3	27
	6 55 or more	8	1	9
Total		156	155	311

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.562[a]	5	.000
Likelihood Ratio	37.771	5	.000
Linear-by-Linear Association	27.275	1	.000
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 4.49.

Table 16 – Chi-square test result for using Instagram to interact with the brand and age

A chi-square test of independence was performed to compare the frequency of interacting with the brand via Instagram within the different age groups. A significant relationship was found X^2 (5) = 33.562, p = 0.000. Under 18 = 90.9 %, 18-24 = 56.8 %, 25-34 = 55.8 %, 35-44 = 42.6 %, 45-54 = 11.1 % and 55 or more = 11.1 %, looking at the percentage, it can be concluded that the younger ages groups tend to interact more with brands on Instagram than the older age groups.

Next the relationship between “the best platform to gain information” and age was tested, the test result showed no significant relationship regarding Facebook, but a significant relationship was found between Information and Instagram:

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age Recoded age * Q20_Instagram	311	99.4%	2	0.6%	313	100.0%

Age Recoded age * Q20_Instagram Crosstabulation

Count

		Q20_Instagram		Total
		.00	1.00	
Age Recoded age	1 under 18	3	8	11
	2 18-24	47	34	81
	3 25-34	79	50	129
	4 35 - 44	41	13	54
	5 45 - 54	24	3	27
	6 55 or more	8	1	9
Total		202	109	311

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.266[a]	5	.001
Likelihood Ratio	22.831	5	.000
Linear-by-Linear Association	18.463	1	.000
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 3.15.

Table 17 – Chi-square test result for using Instagram to gain information and age

A chi-square test of independence was performed to compare the frequency of gaining information via Instagram within the different age groups. A significant relationship was found X^2 (5) = 21.266, p = 0.001. Under 18 = 72.7 %, 18-24 = 41.98 %, 25-34 = 38.76 %, 35-44 = 24.1 %, 45-54 = 11.1 % and 55 or more = 11.1 %, looking at the percentage, it can be concluded that the younger ages groups tend to get more information on Instagram than the older age groups.

Finally a significant relationship was found between the most trusted platform and Instagram.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age Recoded age * Q21_Instagram	311	99.4%	2	0.6%	313	100.0%

Age Recoded age * Q21_Instagram Crosstabulation

Count

		Q21_Instagram		Total
		.00	1.00	
Age Recoded age	1 under 18	6	5	11
	2 18-24	39	42	81
	3 25-34	65	64	129
	4 35 - 44	33	21	54
	5 45 - 54	22	5	27
	6 55 or more	7	2	9
Total		172	139	311

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.003[a]	5	.023
Likelihood Ratio	13.888	5	.016
Linear-by-Linear Association	9.494	1	.002
N of Valid Cases	311		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is 4.02.

Table 18 – Chi-square test result for ranking Instagram as the most trusted platform and age

A chi-square test of independence was performed to compare the frequency of ranking Instagram as the most trusted platform and the different age groups. A significant relationship was found X^2 (5) = 13.003, p = 0.023. Under 18 = 45.5 %, 18-24 = 51.9 %, 25-34 = 49.6 %, 35-44 = 38.9 %, 45-54 = 18.5 % and 55 or more = 22.2 %, looking at the percentage, it can be concluded that the younger age groups tend to trust Instagram more than the older age groups.

Gender:

The listed bivariate relationships in appendix 9 evaluate the relationship between gender and the respondents' use/behavior on social media. The 13 relationships were tested via the non-parametric Mann-Whitney test that examines the equality of two independent distributions and the Chi-square test to test the independents of two categorical variables. First the findings have revealed a significant relationship between gender and brand attitude.

Ranks

	Gender2 Recoded Gender 2	N	Mean Rank	Sum of Ranks
Average_BATT Average_BATT	1 Man	167	144.38	24111.00
	2 Woman	144	169.48	24405.00
	Total	311		

Test Statistics[a]

	Average_BATT Average_BATT
Mann-Whitney U	10083.000
Wilcoxon W	24111.000
Z	-2.457
Asymp. Sig. (2-tailed)	.014

a. Grouping Variable: Gender2 Recoded Gender 2

Table 19 – Mann-Whitney test result regarding gender and BATT

A Mann-Whitney test indicate, on average, that women have a higher level of positive brand attitude after interacting with the brand online (mean rank = 169.48, n = 144) which significantly exceed the men (mean rank = 144.38, n = 167), U = 10083.0, z = -2.457, P = 0.014 two tailed.

Furthermore a significant relationship is found between gender and Instagram regarding attention. No significant relationship is found between gender and Facebook concerning attention:

Gender2 Recoded Gender 2 * Q18_Instagram Crosstabulation

Count

		Q18_Instagram .00	Q18_Instagram 1.00	Total
Gender2 Recoded Gender 2	1 Man	77	90	167
	2 Woman	49	95	144
Total		126	185	311

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.682[a]	1	.030		
Continuity Correction[b]	4.194	1	.041		
Likelihood Ratio	4.707	1	.030		
Fisher's Exact Test				.037	.020
Linear-by-Linear Association	4.667	1	.031		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 58.34.

b. Computed only for a 2x2 table

Table 20 – Chi-square test result for attention caught via Instagram and gender

A chi-square test of independence was performed to compare the frequency of ranking Instagram as the best platform for brands to gain attention and gender. A significant relationship was found X^2 (1) = 4.682, p = 0.030. Men = 53.9 % and women = 65.97 % looking at the percentage, it can be concluded that women are more likely to get their attention caught via Instagram than men.

A significant relationship is moreover found between gender and Instagram regarding interaction and no significant relationship is found between gender and Facebook concerning interaction:

Gender2 Recoded Gender 2 * Q19_Instagram Crosstabulation

Count

		Q19_Instagram		
		.00	1.00	Total
Gender2 Recoded Gender 2	1 Man	93	74	167
	2 Woman	63	81	144
Total		156	155	311

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.409[a]	1	.036		
Continuity Correction[b]	3.944	1	.047		
Likelihood Ratio	4.419	1	.036		
Fisher's Exact Test				.041	.023
Linear-by-Linear Association	4.394	1	.036		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 71.77.

Table 21 – Chi-square test result for interacting with the brand via Instagram and gender

A chi-square test of independence was performed to compare the frequency of ranking Instagram as the best platform interact with the brand and gender. A significant relationship was found X^2 (1) = 4.409, p = 0.036. Men = 44.3 % and women = 56.3 % looking at the percentage, it can be concluded that women are more likely to use Instagram to interact with brands than men.

<u>Time spend on every visit:</u>

The four bivariate relationships shown in the last table in appendix 9 strives to evaluate the relationship between "time spend every visit on social media" and BPP, brand awareness, brand attitude and WOM. The four relationships were tested via a non-parametric Kruskal Wallis test that examines the equality of three or more independent distributions; less than one hour, 1-2 hours and more than 3 hours. The hypotheses testing reveal several significant relationships, first a significant relationship is found between time spend on every visit and BPP:

Kruskal-Wallis Test

Ranks

	RecodedQ14 Recoded Q14	N	Mean Rank
Average_BPP Average_BPP	1 Less than 1 hour	80	68.81
	2 1-2 hours	54	94.03
	3 More than 2 hours	35	108.07
	Total	169	

Test Statistics[a,b]

	Average_BPP Average_BPP
Chi-Square	18.389
df	2
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: RecodedQ14 Recoded Q14

Table 22 – Kruskal-wallis test result for time spend on every visit and BPP

A Kruskal-Wallis H test shows that there is a statistical difference in BPP within the groups concerning "time spend on every visit". X^2 (2) =18.389, p = 0.000, with a mean rank score of; less than 1 hour = 68.81, 1-2 hours = 94.03 and more than 2 hours = 108.07, indicating that the more time the respondents spend on every visit on social media the higher their level of BPP is.

Second, a significant relationship is found between time spend on every visit and brand attitude:

Kruskal-Wallis Test

Ranks

	RecodedQ14 Recoded Q14	N	Mean Rank
Average_BATT Average_BATT	1 Less than 1 hour	164	142.53
	2 1-2 hours	93	161.72
	3 More than 2 hours	54	187.05
	Total	311	

Test Statistics[a,b]

	Average_BATT Average_BATT
Chi-Square	10.509
df	2
Asymp. Sig.	.005

a. Kruskal Wallis Test

b. Grouping Variable: RecodedQ14 Recoded Q14

Table 23 – Kruskal-wallis test result for time spend on every visit and BATT

A Kruskal-Wallis H test shows that there is a statistical difference in BATT within the groups regarding "time spends on every visit". X^2 (2) =10.509, p = 0.005, with a mean rank score of less than 1 hour = 142.53, 1-2 hours = 161.72 and more than 2 hours = 187.05, demonstrating that the more time the respondents spend on every visit on social media the higher their level of positive BATT is.

Third, a significant relationship is found between" talk positively about your favorite brand" and "time spend on every visit":

Ranks

	RecodedQ14 Recoded Q14	N	Mean Rank
Q37Wouldyoutalkpositivelyaboutyourfavoritesportsbrandfalariasb_A Q37: Would you talk positively about your favorite sports brand? / Falarias bem sobre a tua marca de desporto favorita?	1 Less than 1 hour	164	146.58
	2 1-2 hours	93	174.75
	3 More than 2 hours	54	152.31
	Total	311	
Q36Wouldyourecommendyourfavoritesportsbrandtoafriendrecomendar_A Q36: Would you recommend your favorite sports brand to a friend? / Recomendarias a tua marca de desporto favorita a um amigo teu?	1 Less than 1 hour	164	149.39
	2 1-2 hours	93	170.34
	3 More than 2 hours	54	151.36
	Total	311	

Test Statistics[a,b]

	Q37: Would you talk positively about your favorite sports brand?	Q36: Would you recommend your favorite sports brand to a friend?
Chi-Square	6.837	3.846
df	2	2
Asymp. Sig.	.033	.146

a. Kruskal Wallis Test

Table 24 – Kruskal-wallis test result for time spend on every visit and WOM (Q37)

A Kruskal-Wallis H test shows that there is a statistical difference in WOM (Q37) within the groups regarding "time spend on every visit". X^2 (2) =6.837, p = 0.033, with a mean rank score of less than 1 hour = 146.58, 1-2 hours = 174.75 and more than 2 hours = 152.31, indicating that respondents spending between 1 and 2 hours on every visit on social media are more likely to talk positively about the brand.

5.3.3.1 Correlation hypotheses analyzing

The objective of this section is to test the correlation between the three main hypotheses described in the methodology chapter.

Testing correlations between PCA´s:

After creating four principal components; compound variables of BPP, BA, BATT and WOM a linear regression analysis was carried out. However, the results showed that the linear regression was not to be trusted because not all of the assumptions were met for linear regression (Appendix 8). It was therefore decided to develop three correlation hypotheses as described in the literature review.

In order to test the correlations described in the three hypotheses a Pearson product-moment correlation and the Spearman´s rank order correlation was run.

The Pearson correlation is a measure that strives to describe the strength of the connection between two variables. In short, the correlation tries to draw a line with the best fit though the data of the two variables. The Pearson correlation is measured on a scale from +1 to -1, with 0 indicating that there is no relationship between the variables. A value above 0 is a sign of a positive correlation and a value below 0 indicate a negative correlation. A r value between; 0.1 and 0.3 = low correlation, 0.3 and 0.6 = moderate correlation, 0.1 and 1 = high correlation (Kara & Kucukemiroglu, 2015)

However, it has to be taken into consideration that the Pearson correlation is very sensitive to outliers, therefore a non-parametric Spearman correlation have been run in order to check the correlations.

The Spearman correlation coefficient measures the level of connection between two variables. Thus, Spearman is examining the strength of the monotonic relationship rather than the linear relationship between the two variables. A monotonic relationship indicate that when the value of one variable increases the other variable either increase or decrease (Laerd Statistics , 2017).

Checking H1: ***There is a positive correlation between Brand page participation and brand awareness***

Correlations

		Average_BPP	Average_BA
Average_BPP	Pearson Correlation	1	.173*
	Sig. (2-tailed)		.024
	N	169	169
Average_BA	Pearson Correlation	.173*	1
	Sig. (2-tailed)	.024	
	N	169	311

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

			Average_BPP	Average_BA
Spearman's rho	Average_BPP	Correlation Coefficient	1.000	.172*
		Sig. (2-tailed)	.	.025
		N	169	169
	Average_BA Average_BA	Correlation Coefficient	.172*	1.000
		Sig. (2-tailed)	.025	.
		N	169	311

*. Correlation is significant at the 0.05 level (2-tailed).

Table 25 – Correlation matrix between BPP and BA

According to the Spearman correlation test result; sig = 0.025 < α = 0.05 in the test statistics, H1 will therefore be accepted with a probability of 95 percent. Meaning that there is a positive correlation between BPP and BA, however the Spearman correlation r = 0.172 indicates a low correlation.

Checking H2: ***There is a Positive correlation between Brand page participation and brand attitude***

Correlations

			Average_BPP	Average_BATT
Spearman's rho	Average_BPP	Correlation Coefficient	1.000	.435**
		Sig. (2-tailed)	.	.000
		N	169	169
	Average_BATT	Correlation Coefficient	.435**	1.000
		Sig. (2-tailed)	.000	.
		N	169	311

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Average_BPP	Average_BATT
Average_BPP	Pearson Correlation	1	.430**
	Sig. (2-tailed)		.000
	N	169	169
Average_BATT	Pearson Correlation	.430**	1
	Sig. (2-tailed)	.000	
	N	169	311

**. Correlation is significant at the 0.01 level (2-tailed).

Table 26 – Correlation matrix between BPP and BATT

According to the Spearman correlation test result; sig = 0.000 < α = 0.05 in the test statistics, H2 will therefore be accepted with a probability of 95 percent. Meaning that there is a positive correlation between BPP and BATT, the Spearman correlation r = 0.435 indicates a moderate level of correlation.

Checking H3: ***There is a positive correlation between WOM and brand attitude***

Correlations

		Average_BATT	Average_WOM
Average_BATT	Pearson Correlation	1	.312**
	Sig. (2-tailed)		.000
	N	311	311
Average_WOM	Pearson Correlation	.312**	1
	Sig. (2-tailed)	.000	
	N	311	311

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

			Average_BATT	Average_WOM
Spearman's rho	Average_BATT	Correlation Coefficient	1.000	.264**
		Sig. (2-tailed)	.	.000
		N	311	311
	Average_WOM	Correlation Coefficient	.264**	1.000
		Sig. (2-tailed)	.000	.
		N	311	311

**. Correlation is significant at the 0.01 level (2-tailed).

Table 27 – Correlation matrix between WOM and BATT

According to the Pearson correlation test result; sig = 0.000 < α = 0.05 in the test statistics, H3 will therefore be accepted with a probability of 95 percent. Meaning that there is a positive correlation between BTT and WOM, the Pearson correlation r = 0.312 indicates a moderate level of correlation.

5.4 SWOT analyzes

This section strives to point out the internal strengths and weaknesses of Quiksilver Portugal as well as the external opportunities and threats the company is facing. Next a dynamic SWOT analysis is carried out in order to combine the four areas.

5.4.1 SWOT

Strength: First, Quiksilver is an International brand with a very strong image and culture within action sport and street wear. Second, Quiksilver is a multi-brand company with three strong brands (Quiksilver, Roxy and DC shoes). Third, Quiksilver deliver high quality products and they are innovative in their product development. Fourth, Quiksilver Portugal has grown within wholesale and retail the last year. Fifth, our survey show that Quiksilver is the most followed brand among the main competitors with 44.4% of our respondents following Quiksilver on social media. Furthermore, our survey reveals that Quiksilver is ranked highest within brand awareness. Sixth, Quiksilver Portugal has a well-organized homepage with product information in both English and Portuguese. Seventh, QBE is hosting many events, meaning that they have many people in the store every week.

Weakness: First, it can be challenging for an action/board sports brand as Quiksilver to obtain new customers outside the niche of board sports. Second, there is a lack of communication within the company; the communication is slow and there is missing guidelines on how Quiksilver Portugal should manage their digital media. Third, Quiksilver Portugal has lacking sales numbers especially within ecommerce, but also in the retail and wholesale department (Appendix 1). Fourth, the company is missing communication skills concerning how to communicate with customers on digital media. Fifth, our study has shown that opinions and reviews coming from outside the organization is very valuable for companies in order to create trust and commitment. It can therefore be argued that Quiksilver Portugal is missing their own social media channels where customers can communicate with Quiksilver in order to create long-term relationships. In addition to this, it may also be discussed if QBE is missing a TripAdvisor account, where customers can read and leave reviews, which can be an important element to get people into their store. Sixth, the marketing budget is very low, which is making it difficult for Quiksilver to spend money on catching people's attention on digital media.

Opportunities: Quiksilver Portugal has many external opportunities which are highlighted in this section. Foremost the sports apparel market is growing together with the increasing interest of action sport. Next, the female sports participation is growing worldwide which is an opportunity for Roxy. Furthermore, there is a growing interest for health, environment and nature which is a big opportunity for Quiksilver as this is part of their core values.

Moreover, Quiksilver Portugal has the opportunity to establish themselves well on the Portuguese digital media before their competitors, since many of their main competitors are behind in this area. Our survey show that Quiksilver scores high in brand awareness which is positively correlated with BPP and BATT, meaning that Quiksilver has an advantage within digital media communication. Furthermore, QBE has a lot of visitors due to the bar, the skate park and the many events, which is a great opportunity for the retail department.

Threats: This section highlights the external threats Quiksilver Portugal is facing. First, Quiksilver operates in a field with a lot of competition from direct, indirect, international and local brands. Second, along with the action/board sport sector getting bigger, sports apparel leaders such as Adidas and Nike starts to make products that serves the same purpose as the once of Quiksilver. Third, it is a matter of time before direct competitors such as Hurly and O'Neill starts to market themselves more on digital media in Portugal. Our survey reveal that competitors with no digital media on in Portugal still scores relatively high on brand awareness, meaning that they can become an even bigger threat once they start focusing more on digital communication in Portugal. Fourth, as digital communication is growing, ecommerce is growing too and it is getting easier for customers to order products from all over the world, including low priced product copies serving the same purpose as the original.

5.4.2 Dynamic SWOT

After the development of the SWOT analysis it is possible to carry out a dynamic SWOT analysis. A dynamic SWOT analysis is an analysis where the four elements of the regular SWOT get combined in order to study how Quiksilver can minimize the threats, eliminate weaknesses and how to benefit from the strengths and opportunities. Table 28 shows the combination of the Dynamic SWOT.

Dynamic SWOT	Opportunities	Threats
Strengths	How to use strength to explore opportunities	How to use your strengths to minimize the threats:
Weaknesses	How to ensure that your weaknesses will not influence the opportunities:	How to eliminate weaknesses that can make threats have a real impact:

Table 28 – Dynamic SWOT analysis

The tables below show the different areas of the dynamic SWOT.

How to use strength to explore opportunities:

Strengths:	**Opportunities:**	**Strategy:**
International multi-brand with a strong image within boardriding culture	Growing interest of action sport including boardriding	Be present not only within the elite environment, but also in the learning environment to establish relationships with newcomers to the sport

Strengths:	**Opportunities:**	**Strategy:**
Many daily visitors in QBE due to events, the bar, the skate park and the gym	Take advantage of the many daily visits and the growing interest for events and other activities in QBE.	Develop a strategy to get people interested in the products when they are already in the store, example by promotions/discounts or in store advertising

How to use your strengths to minimize the threats:

Strengths:	**Threats:**	**Strategy:**
Growth within retail and wholesale the last year and a well-organized homepage	A matter of time before the main competitors establishes themselves better on the Portuguese market both online and offline.	Try to gain and maintain a strong position on the Portuguese market both online and offline

How to ensure that your weaknesses will not influence the opportunities:

Weaknesses:	**Opportunities:**	**Strategy:**
Hard to obtain new consumers outside the niche of boardriders + lacking sales numbers	Growing interest in action sport, health, environment and nature	Keep focus within the niche as the niche market is growing and it is important to maintain the position

Weaknesses:	**Opportunities:**	**Strategy:**
Lack of communication skills and guidelines for digital media use	Well established on Portuguese digital media compared to some of their competitors.	Strengthen the communication within the company and make a digital media strategy.

How to eliminate weaknesses that can make threats have a real impact:

Weaknesses:	**Threats:**	**Strategy:**
Low marketing budget	High level of competition from direct and indirect competitors	Invest more in a digital marketing strategy in order to generate more awareness compared to competitors

Weaknesses:	**Threats:**	**Strategy:**
Hard to obtain new consumers outside the niche of boardriders	Big companies starts to make products within the niche (example H&M, Adidas, Pull&Bear)	Focus on the niche market and develop a strong communication strategy to maintain a strong position on the niche market

5.5 Objectives

The aim of this Master thesis is to develop a digital marketing plan for Quiksilver Portugal in order to boost the sale and awareness of the three brands; Quiksilver, Roxy and DC shoes in Portugal. The focus is mainly centered on their flagship store “Boardriders Ericeira”, the sale to wholesale clients in Portugal and the Portuguese e-commerce.

The main goal of the digital marketing plan is to define which digital media Quiksilver Portugal should use, how they should use them and what content they should post on the different platforms in order to reach the goal. Aiming reach the objectives it is relevant to study the main target group and its behavior to successfully identify their digital media use.

Additionally the goal is to create more awareness around Boardriders Ericeira with the purpose of increasing the number of clients visiting the store, the skate park, the bar and the many events Boardriders held every month resulting in an increase of revenue.

5.6 The digital marketing plan

This chapter strives to use the data collected, studied and analyzed to develop a final marketing plan for Quiksilver Portugal. First a strategic and operational marketing proposal will be developed in order to implement them in the marketing plan. The final marketing plan aims to clarify how the company can achieve its objectives through digital marketing tools.

5.6.1 Marketing Mix

This master thesis aim is to develop a digital marketing plan for Quiksilver Portugal, in order to do so, we have to launch a marketing mix also called the four P´s; Product, price, place and promotion. This chapter will go through the four P´s, but with focus on promotion since this will is the main part of the digital marketing plan.

5.6.1.1 Product

The product is a product or a service that tries to satisfy the needs of the consumer. To have a successful product or service, it is important to characterize the consumers' needs in order to fulfill them. Quiksilver Portugal consists of both a range of services and products listed below.

Quiksilver: Quiksilver has a big range of different products, including everything from wetsuits to fashion apparel to watches – in appendix 4 the range of products is described together with the amount in percentage each products represent. Besides the different types of products, Quiksilver has separated their fashion apparel products into three different categories; Quiksilver original, Quiksilver sport and Quiksilver waterman.

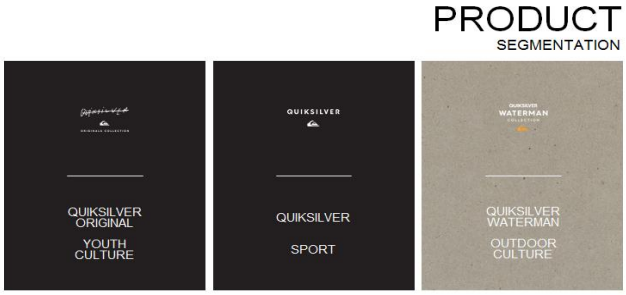


Figure 34 – Quiksilver´s Product segmentation

Quiksilver has a wide range of products targeting the young-minded and sporty men in Portugal.

Roxy: Similarly to Quiksilver, Roxy has a wide range of products targeting the young.-minded and sporty women in Portugal. Roxy´s product range include; fashion, fitness, snow, surf, swim, accessories etc. all product that encourage an active lifestyle.

Boardriders Ericeira - Service

Boardriders Ericeira (QBE) is Quiksilver´s first and only flagship store in Portugal including both retail and the Portuguese wholesale department and showroom. The store is therefore a very important place for Quiksilver Portugal as both retail and wholesale clients visit the building. Thus, QBE has become Quiksilver´s image in Portugal making it extremely important to keep a high standard of service and products in the shop.

QBE consists of several different service areas; retail sales, café/bar, concerts, skate competitions, surf competition and other events.

The café/bar is an important part of the store as it brings a lot of people and potential retail clients into the store. With a great view over the ocean and the skate park the QBE café/bar has become a place where both tourists and locals hangout for coffee, lunch, snacks, sunset beers etc.

The concerts are held every Friday during the summer months (May-September), they are free and brings a lot of people into the shop. During the concerts the turnover of the bar usually triples and the retail sales increase. Furthermore, the concerts increase brand awareness of Quiksilver in Portugal and they deliver a great amount of free publicity as many guests often upload photos or videos on social media showing or tagging Quiksilver and QBE.

The skate park is used all year around by people in all ages and contributes to bring people to the shop and the bar.

The gym does not bring any direct revenue to Quiksilver since the different teachers do not pay anything to use the gym. However, the gym is an important tool to maintain a healthy lifestyle image and it brings people to the shop.

Events – During the year QBE is home to many different events arranged by the shop or/and the wholesale department. QBE arrange six skate events during the summer and autumn in cooperation with DC shoes. Furthermore, several surf competitions is held trough out the year, local competitions arranged by QBE and international/elite competition arranged by the wholesale department. Moreover, QBE arrange Roxy events every year where women get together for a full day of Yoga, running, stand up paddling and cooking.

All the events help Quiksilver/QBE to get local and national publicity and it brings a lot of people into the shop. Furthermore, all the events have made it possible for Quiksilver/QBE to develop partnerships that have reduced their costs of events. Last year (2016) QBE established a partnership with Coca Cola who sponsored all the skate competitions. This year Quiksilver has

engaged in a partnership with Sumol, meaning that QBE and the skate park is becoming part of Sumol Summerfest this year, a big festival held in Ericeira every year in June/July.

5.6.1.2 Price

Deciding the right price for a product or a service is crucial for its success since the price often define how the product/service is seen by the consumers. The price of a product/service can both be too high or too low, if the price is to high compared to the value, sales will decrease and if the price it to low consumers can get the wrong impression of the product/service. It is therefore important for a company to those the right pricing strategy.

Within the apparel segment Quiksilver is mainly controlled by the worldwide competition. The price level is similar to the main competitors and has the same price level worldwide, meaning that the apparel prices are not adjusted to the Portuguese market similarly to the competitors' prices. The cloths is therefore quite expensive compared to the average Portuguese wage, making the competition from fast fashion such as H&M, Zara and Pull & Bear more intense. On the other hand Quiksilver has to preserve a certain standard and price in order to maintain their image and not to become mainstream.

Concerning the service segment, QBE has adjusted the prices in the bar and skate/surfboard rental to Portuguese prices. The bar has competitive prices similar to other cafés in Ericeira, making it an attractive place to hangout. Furthermore, all events and concerts are free to attend. In table 29 the prices for the different products and services is shown.

Type of product	**Price**
Wetsuit – basic	179 € - 200 €
Wetsuit – high performance	Up to 379 €
Board shorts	30 € - 70 €
Bikinis	60 € - 90 €
Snow set (pants and jacket)	250 € - 500 €
Apparel – t-shirt	30 €- 40 €
Apparel – sweater	60 € - 80 €
Apparel – pants	70 € - 90 €
Shoes	50 € - 90 €
Tech – watches	70 € - 140 €
Tech – sunglasses	70 € - 130 €
Bag packs	40 € - 60 €

Surfboards	450 € - 900 €
Café Boardriders Ericeira	
Coffee	0.6 € - 1 €
Fresh juice	3 € – 3.5 €
Beer	1.5 €
Sandwich	4.5 € - 5 €
Pastries	1 € - 1.5 €
Soft-drinks	1.2 €

Table 29 – Pricelist from Quiksilver/Boardriders

5.6.1.3 Place

The place is an important part of the marketing mix as it outlines how the company distributes the product/service to the end consumer. Quiksilver has different departments and therefore different distribution systems within the company consisting of both direct and indirect distribution. QBE has a direct distribution system on Quiksilver and Roxy products, explained in figure 35 below.

Figure 35- Distribution of Roxy & Quiksilver in Boardriders Ericeira

Other products in the store such as DC shoes, skateboards, surfboards and other non Quiksilver product are distributed via indirect distribution, meaning that there is a wholesaler involved, as shown in figure 36.

Figure 36 - Distribution of DC shoes and other products in Boardriders Ericeira

Quiksilver shops such as Elite franchisers and other shops selling Quiksilver or Roxy in Portugal are business to business clients (B2B) or wholesale clients, meaning that the sales goes though the Portuguese wholesale department before being available for the consumers in the shop. Moreover, Quiksilver Portugal has an online shop with a direct distribution system where the product goes from the manufacture and directly to the end consumer.

5.6.1.4 Promotion

Promotion involves a list of activities defining how the company communicates the intended message to the right target. The promotion therefore strives to interact with the consumer in

order to communicate the benefits and the features of the product or service, hoping to influence and motivate the consumers to purchase the product/service.

In order to develop a promotion strategy it is important to define; the communication target, the communication goals, the communication message, communication strategy and the communication mix. After the communication mix have been established it is possible to make a schedule for implementation and a budget for the suggested actions, followed by an evaluation.

5.6.1.4.1 The communication target

In order to create a full promotion strategy we have to define the main communication target, which can differ from the target group since others can influence the purchase decision.

First, we must distinguish between the business market and the consumer market, as Quiksilver Portugal is present on both markets.

Quiksilver Portugal´s wholesale department operates on a Business market, meaning that the market consist of fewer, but larger clients. The sales situation usually takes place between Quiksilver´s professional sales team and a professional buyer. Depending on the size of the client the purchase decision is typically influenced by several people in the company and depended on the demand of the consumer market.

Quiksilver's flagship store QBE is part of the consumer market which usually is more influential because the consumer's behavior is influenced by several factors. The target group is therefore not the only target, as explained earlier in the strategic marketing strategy chapter, but also all the influencers around the target/consumer. It is important to understand the consumer buying roles to establish the communication target. Normally we distinguish between five different buying roles; the initiator, the influencer, the gatekeeper, the buyer and the user. These five roles can all be played by the end user, but mostly more than one person is involved and up to five different persons (Fill, 2009: 184).

The initiator = the person who identifies the need or brings up the idea – In case of Quiksilver this can be several different people depending on purchase situation; the consumer, a family member, a friend, a coach/trainer etc.

The Gatekeeper = the person who keeps and search information about the product/service – Concerning Quiksilver this person can also be several different persons such as; the consumer, the buyer, a blogger/professional/athlete/advisor etc.

The influencer = a person who tries to influence the outcome of the decision – Before purchasing a Quiksilver product the consumer will probably be influenced by people with high credibility such as bloggers, athletes, brand ambassadors, trainers, family and friends.

The buyer = the person making the purchase, can differ from the user if the purchase for example is for a present.

The user = the person using or consuming the product/service – Young-minded men and women, 15-30, who want to bring attitude and statement to their style.

5.6.1.4.2 Communication objective

In order to secure balance and structure in the communication plan it is important to clarify the communication objectives. The following communication objectives are designed in order to help understand the brands current position as well as where the brand is expected to be in the future:

- Increase brand awareness
- Increase credibility/trust of the brand
- Increase brand attitude
- Increase number of clients in the shop
- To gain recognition – get into the head of the consumer
- Establish long-term relationship (loyalty)
- Create positive Word-of-Mouth (WOM)
- Get people engaged with the brand online
- Keep the consumers informed (products + events)
- Have a consistent brand positioning
- To encourage an active lifestyle
- Target better than the competitors on social media

5.6.1.4.3 The communication strategy

After defining the target audience and the communication objectives a communication strategy can be designed. Quiksilver Portugal is divided into retail and wholesale, meaning that we need to apply two different strategies. However, this master thesis is focusing on a digital media plan and it is therefore more interesting to study at the retail segment. When developing a

communication strategy, we need to distinguish between a Push and a Pull strategy (Fill, 2009: 297-300). It can be argued that Quiksilver´s wholesale should adopt a push strategy, as there is a direct communication and an already established relationship between the two parts. The wholesaler is able to push the product towards the clients to generate more sales. The retail segment however would gain more from adapting a Pull-strategy as most of their communication is going though social media platforms. The Pull strategy strives to pull and motivate the consumers to actively get involved with the product/service. By using digital media Quiksilver is able to advertise to the masses, inform consumers about sales promotions and interact with consumers in order to create and maintain good relationships. However, Quiksilver is able to mix the Pull and Push strategy, as they have to adopt a pull strategy on their digital media, but are able to implement a Push strategy once the potential consumers are in the shop to generate more impulse purchases.

5.6.1.4.4 The communication message

In order to reach the communication objectives it is important to define the message. The communication message is very important, since it secure a connection between the communications on the different communication channels. Even though the way or the aim of the communication can differ from time to time, the will overall message remain the same.

Quiksilver has during their lifetime been making several marketing campaigns that support their core vision; "*To lead the boardriding culture*". After the 2015 bankruptcy of Quiksilver, Inc., the brand got relaunched with help from the new owners, Oak Tree. The new campaign "Stay high" have the following message; *"Our lifestyle is about finding positives, getting stoked, keeping the high. There's an infectious youthful attitude that draws us to the ocean and makes us surf down mountains. It's a spirit and approach to life that is always fun first. It's Quiksilver job to remind everyone of that spirit." (Quiksilver, 2016)."* The "Stay high" campaign is applied to Quiksilver all over the world, meaning that the all content on digital media have to identify with the message.

However, QBE has their own digital media and hereby the opportunity to develop their own message within the boardriding spirit. With the many concerts, competitions and other events QBE has developed their own message "*The Place To Be*", which is a great message for a shop with so many happenings. The message encourages people to spend time in the shop and get

involved in the many activities available. Furthermore, the message strives to gain a relationship with the consumers on social media by involving them in decisions making, photo albums, events and much more.

5.6.1.4.5 The communication mix

As mentioned earlier the marketing communication mix consists of a mixture between the three elements: tools, media and message. The main element of the communication mix is to choose the right tools to reach the target audience. The main communication tools is; Advertising, Sales promotion, Personal selling, Public relations, Direct marketing, Digital marketing and Merchandising/Sponsorships. However, as this master thesis strives to develop a digital marketing plan, the communication mix will be developed with focus on digital communication.

The development of the internet has changed our way of communicating and made it possible for brands to target their consumers directly via digital media. The expansion of the internet has given companies a lot of digital marketing opportunities. Hence, our digital communication mix and suggestions for Quiksilver Portugal consists of the following activities:

The website

Quiksilver Portugal has a website (quiksilver.pt), however the website is mainly for online sale and has exactly the same content and design as Quiksilver´s worldwide website. It can be argued that Quiksilver should make their homepage more country adapted, as every country/culture is different and therefore has to be approached differently.

The Portuguese ecommerce is really low; Quiksilver Portugal therefore needs to generate more traffic to their homepage. Thus, they could include information about their flagship store QBE on the website by creating a menu-link called Boardriders as shown in figure 37. This could generate a lot of traffic to the homepage since people not only will use it for shopping, but also to gain information about events, the skate park, photos from past events etc.. According to our survey one of the main reasons to follow brands digitally is to receive updates on events and athletes. Yet, it is important that the website is constantly updated with information, news, schedules etc. Directing traffic to the website might also cause an increase in sale, as people already have entered the “shop”. The online link between Boardriders and Quiksilver could be a

great opportunity in order to reach the communication objectives by creating greater brand awareness, get people engaged with the brand online and to keep consumers informed.

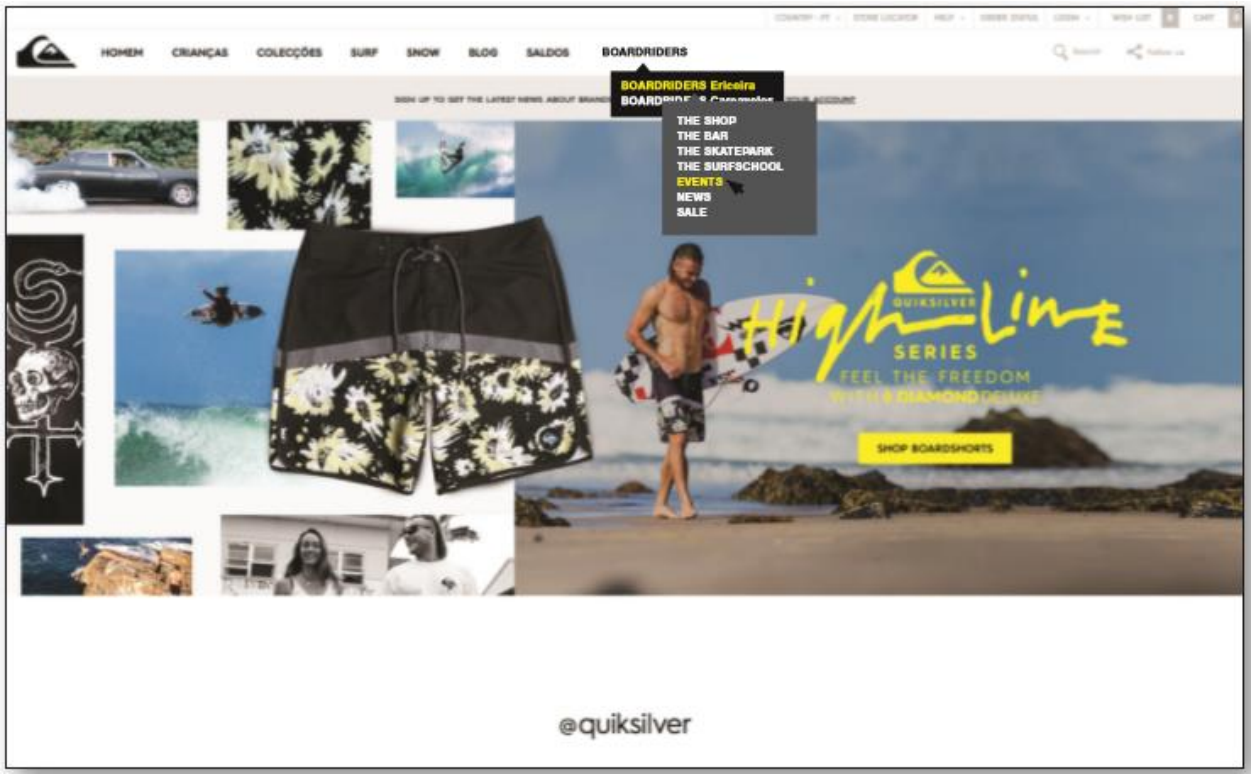


Figure 37 – Quiksilver.pt with a link to information about Boardriders (own elaboration)

Facebook

QBE has a Facebook page with great potential to reach consumers in Ericeira and the surrounding areas. However, after analyzing the results of the questionnaire, it can be argued that there are several areas that can be improved in order to reach the whole target group.

Despite the growing range of social media platforms Facebook remain the preferred media within our target group (98.7 % are on Facebook) according to our questionnaire. Moreover, Facebook is according to our survey the preferred platform for interaction, information gathering, attention and the most trusted social media platform, highlighting the importance of having a good Facebook page. At the moment there is no clear policy or guideline on how QBE should use Facebook, meaning that there can be several days between posting content on Facebook. A starting point is therefore to keep the Facebook page better updated about product information, services, events etc. According to our survey people are using Facebook several

times a day for shorter or longer visits, meaning that QBE should use this opportunity to post more regularly to increase awareness. Furthermore, the descriptive data analysis reveals that the majority of the target group thinks a brand should post 1-2 times a day. It can therefore be concluded that QBE need to be more active on Facebook since it is a low cost opportunity to gain brand awareness. When they start to be more active, a higher interaction level with the followers is likely to follow. Our study also reveals that building relationships on Facebook through interaction can lead to a positive brand attitude which can enhance positive word of mouth. It is therefore important to build a relationship with current followers in order to gain new followers and positive WOM.

Moreover, when studying the Facebook statistics it is shown that post-event photo albums is a great way to reach a lot of organic views, clicks and likes. Hence, it is important for QBE to be active before, but also after an event since people like to see photos from events they participated in. Post event activity is a great way to interact and establish relationships with consumers as well as reaching new consumers. Furthermore, our survey shows that the majority of our target group 44 % prefers that brands upload videos. QBE should therefore strive to create more video material from events, the skate park, the gym, the bar etc. in order to keep people entertained. It could be very beneficial for Quiksilver to have a person responsible for updating the page regularly with videos, photos, product updates, event updates etc.

Additionally, it can be argued that Quiksilver Portugal would benefit from having their own Facebook page. By having their own page, Quiksilver Portugal will be able to share content that is not connected to QBE, for example wholesale events or sales taking place in franchising shops, elite clients, online or in other wholesale clients shops. A Quiksilver Portugal Facebook page will make it easier to target potential consumers outside Ericeira and the surrounding area. A Facebook page will also be a great place to search product and event information in Portuguese.

Lastly, Quiksilver Portugal/QBE should take advantage of the many advertising opportunities on Facebook. By paying an amount from 5 euros and up, it is possible to promote a post to reach a specific demographic group. This could be a great opportunity in order to reach the communication objectives as it will create greater brand awareness, but also to promote the many different events aiming to get more people into the shop. Moreover, Facebook promotion can be used to promote a new Facebook page for Quiksilver Portugal.

Instagram

Instagram is a photo sharing app, used by both individuals and companies to share photos and short videos. According to our questionnaire Instagram is the second biggest social media with 83.3 % of our respondents using Instagram. It is therefore very important for companies to be present on Instagram, especially the young generation under 35 years old is according to our survey more present on Instagram and uses the platform for product information, interaction with brands and they tend to trust Instagram more than the older generation.

QBE has an Instagram (@boardridersericeira) with nearly 4.000 followers. Similarly to their Facebook page, QBE needs to be more active and interact more with the consumers in order to reach the objectives. An Instagram plan/guideline and a person in charge of posting photos/videos would be a great initiative for boardriders in order to keep their Instagram up to date. Our survey result suggest that QBE keep their Instagram updated every day with 1-2 posts of products, the skate park, events, surf, team riders etc..

Instagram also allow QBE to make photo competitions, where the participants for example have to follow their page and upload pictures with specific hashtags, such as #boardridersericeira or #boardridersericeiramoment to participate. A competition is a great way to get people to upload pictures related to the shop or Quiksilver, resulting in free publicity of the shop, QBE activities and the brand. After creating a viral buzz during the competition, the winner can either be chosen based on likes or random choice in order to keep the decision objective.

Furthermore, Instagram has a moment/live function allowing users to post quick moments that will disappear after they have been watched. This is a great opportunity to show consumers what is happening here and now, leading to a higher level of interaction/engagement and hopefully increased consumer relationships. Having a higher activity level on Instagram also involve keeping the live/moment function updated every day since it can be very valuable to Quiksilver.

Moreover, our survey revealed that Instagram appeals more to women in terms of getting their attention caught and interacting with the brand. QBE could therefore put more effort into target women on Instagram by posting pictures of Roxy products, style tips, food, surfer/skater girls etc.

Similarly to Facebook, it can be argued that Quiksilver Portugal should have their own Instagram page in order to reach demographics outside Ericeira and to create a link between their homepage and their social media.

Figure 38 – Instagram, Boardriders Ericeira

Bloggers/Athletes/Brand ambassadors

Blogging and sponsorships is a great way to gain publicity, trust and credibility. Especially blogging has become one of the biggest phenomena within digital media, allowing bloggers to share everyday content, opinions, feelings, ideas and much more. Sponsoring the right bloggers can be a valuable investment for a brand, because bloggers have become opinion leaders with big credibility empowering them to create positive Word-of-mouth.

Quiksilver Portugal already sponsor a few surf athletes; Afonso Antunes, Jacome Correia, Martim Vanzeller, Francisca Veselko and Mariana Assis all young and upcoming Portuguese surf talents, bringing credibility to the surfing part of Quiksilver and Roxy in Portugal. These athletes all share content on their social media platforms tagging Quiksilver/Roxy and QBE. However, these athletes do not have much credibility or visibly outside the niche of elite surfing.

All together these five athletes have 15.700 followers on Instagram, which is not a lot compared to other Portuguese public figures.

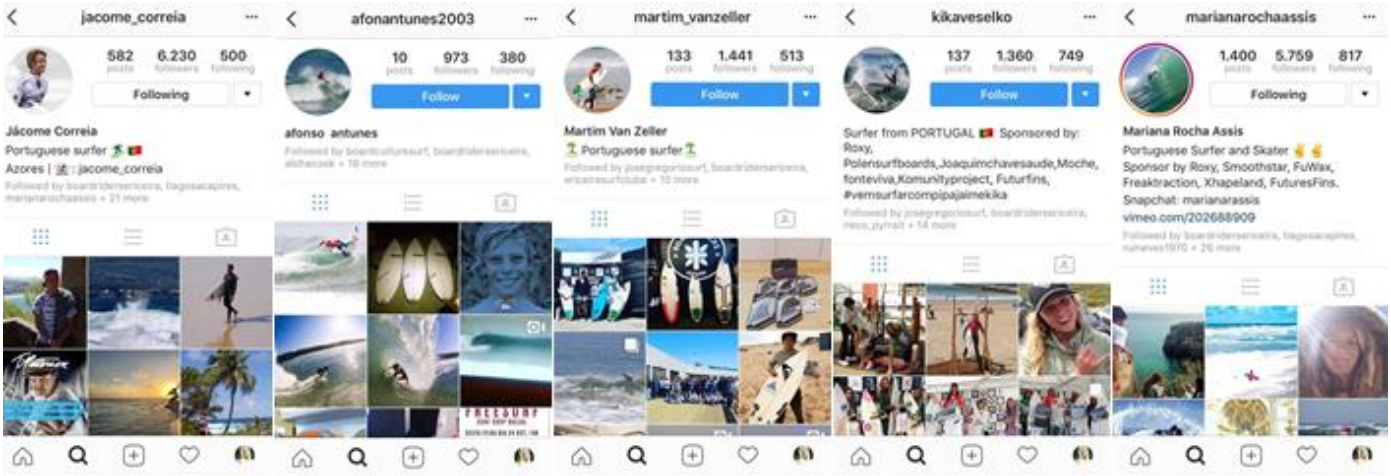


Figure 39 - Instagram profiles of Quiksilver/Roxy Portugal athletes

Besides these young and upcoming surf talents Quiksilver sponsor the Portuguese surf legend Tiago Pires. Tiago is well known all over Portugal for his great achievements and his humble personality, he is therefore a great brand ambassador even after the end of his competitive career, as he is still very active within the sport. In 2016 he launched a movie in cooperation with Red Bull and Quiksilver, the movie follows his career and the development of surfing in Portugal and was shown in Cinemax´ all over the country. Tiago is bringing a lot of awareness and credibility to Quiksilver, since he is a very popular figure in Portugal. However, his social media accounts are not impressive and with 30.000 followers on Instagram he is far from other public figures in Portugal.

Quiksilver Portugal could therefore gain great publicity and awareness by sponsoring bloggers with the right lifestyle. A blogger do not necessarily have to be a professional board rider, but a person with a “surfy/beachy” lifestyle who can relate to the brand and be a credible brand ambassador. The right blogger will be able reach a wider audience than the athletes with an increased focus on Quiksilver/Roxy´s fashion apparel that is the largest part of their collection. An example of a blogger that could be a great match with Roxy is the Portuguese lifestyle blogger Vanessa Martins. She is a very active blogger and Instagrammer mainly blogging about fashion and health with a beachy style. She only blogs in Portuguese and have more than 300.000 followers allowing her to reach a large consumer segments within Portugal.

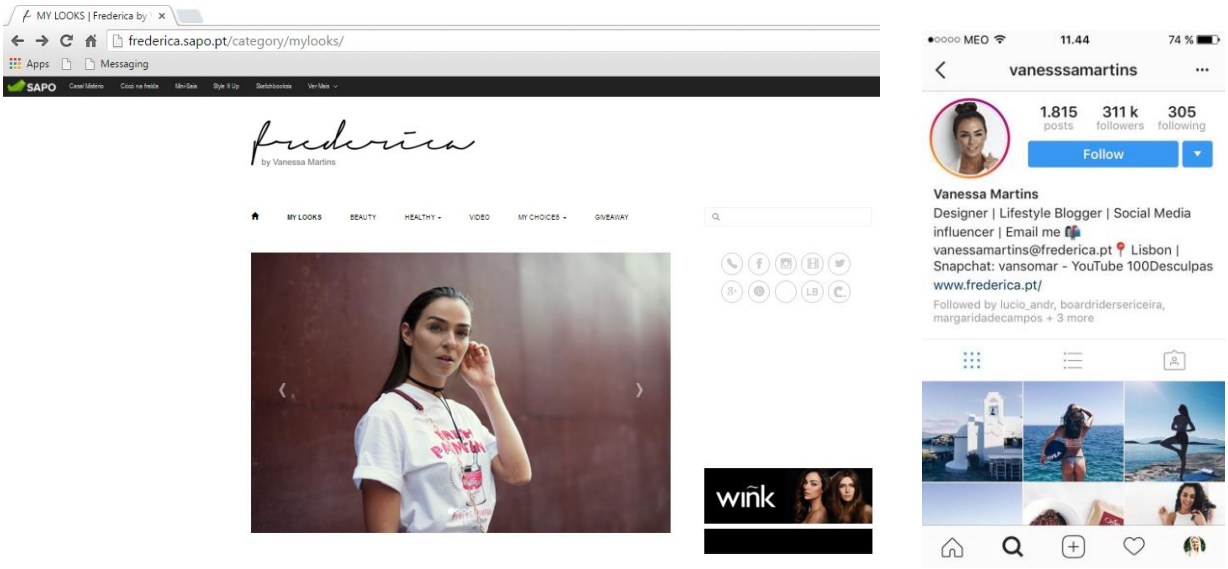


Figure 40 – Vanessa Martin´s blog (fredericia.pt) and Instagram

The combination between athletes and bloggers will allow Quiksilver Portugal to reach several of their Communication objectives, especially; trust, credibility and Positive WOM by having great athletes and influential opinion leaders in terms of bloggers. Furthermore, the combination of athletes and bloggers can help increase brand attitude, brand awareness and the active image and healthy image Quiksilver/Roxy wish to maintain. Moreover, according to our survey our target group is very interested in getting entertained and inspired, when asked why they follow sports apparel brand these two factors where the most important once. Bloggers and athletes is a great way to both entertain and inspire followers with posts.

YouTube

YouTube is the second biggest social media network worldwide allowing both members and non-members to watch members' videos. Quiksilver Portugal would need a lot of resources to create their own video channel with high quality content movies. They could therefore take advantage of Quiksilver´s worldwide YouTube channel that have more than 49 million views. The videos created on Quiksilver´s YouTube can be shared on Quiksilver Portugal´s social media and once every year Quiksilver could make a Portugal special, in order to show the beauty of Portugal though the eyes of Quiksilver.

QBE could also create a partnership with a big company such as Red Bull or Sumol during all the events. These companies have the resources and the skills to film and edit videos that could be uploaded to Boardriders Ericeira/Quiksilver Portugal´s YouTube channel. By creating a

partnership Quiksilver will be able to create movies from their many events during the year and therefore have enough content to establish a YouTube channel. A YouTube channel is a great opportunity to promote the flagship store in Ericeira and fulfill the following communication objectives; Increase number of clients in the shop, increase brand attitude, increase brand awareness, get people engaged with the brand online and help establishing a long-term relationship with clients since the communication will continue after the event is over. Furthermore our survey revealed that that our target group prefers to was video content on social media, emphasizing the importance of creating video content.

TripAdvisor

TripAdvisor is a product and service reviewing website, which is really popular among travelers and a great platform for people to gain knowledge and share opinions about products or services. Since QBE is offering both products and services it could be very beneficial for them to be present on TripAdvisor. A trip advisor account will allow new potential consumers to gain knowledge about the shop, products, events etc. before entering the shop. It is a great way to attract tourists to QBE, especially if they manage to keep a good standard on TripAdvisor which could allow them to get on the page "things-to-do" in Ericeira. Creating and maintaining a good TripAdvisor will fulfill several communication goals such as; high credibility and trust, visibility in Ericeira, attract more people to the shop and create positive WOM. The link of the TripAdvisor account is https://www.tripadvisor.pt/Restaurant_Review-g652084-d10778828-Reviews-Boardriders_Quiksilver_Ericeira-Ericeira_Lisbon_District_Central_Portugal.html .

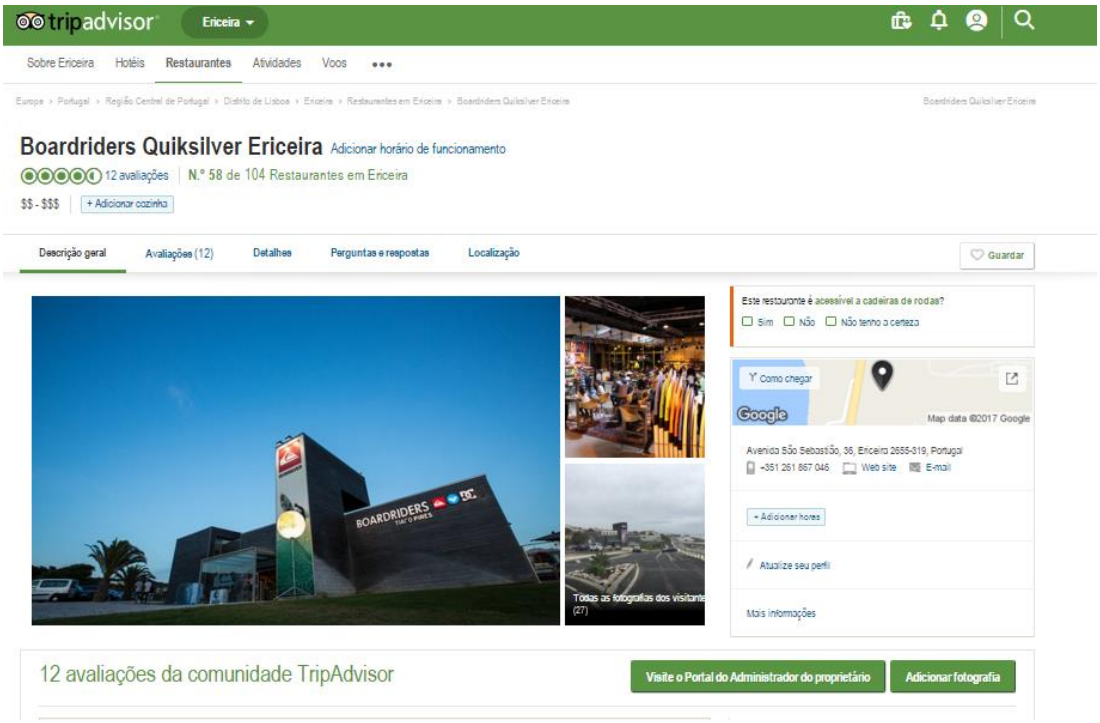


Figure 41 – Example of TripAdvisor account for Boardriders Ericeira (own elaboration)

Web display

Web display, web banner or display advertising is a digital form of adverting on websites that do not belong to the brand. A web display can come in several different forms such as pictures, banners, short videos, sound effects etc. and it can be a valuable way to increase brand awareness.

An efficient way to use web display advertising is to make partnerships with different bloggers who reaches Quiksilver/Roxy´s target group. A partnership with a blogger can involve several activities; Web banner, pictures with the blogger posing in Quiksilver/Roxy cloths and endorsement of the brand in the text, which increases credibility as mentioned earlier. Figure 42 shows an example of Vanessa Martina´s blog with a Roxy banner.

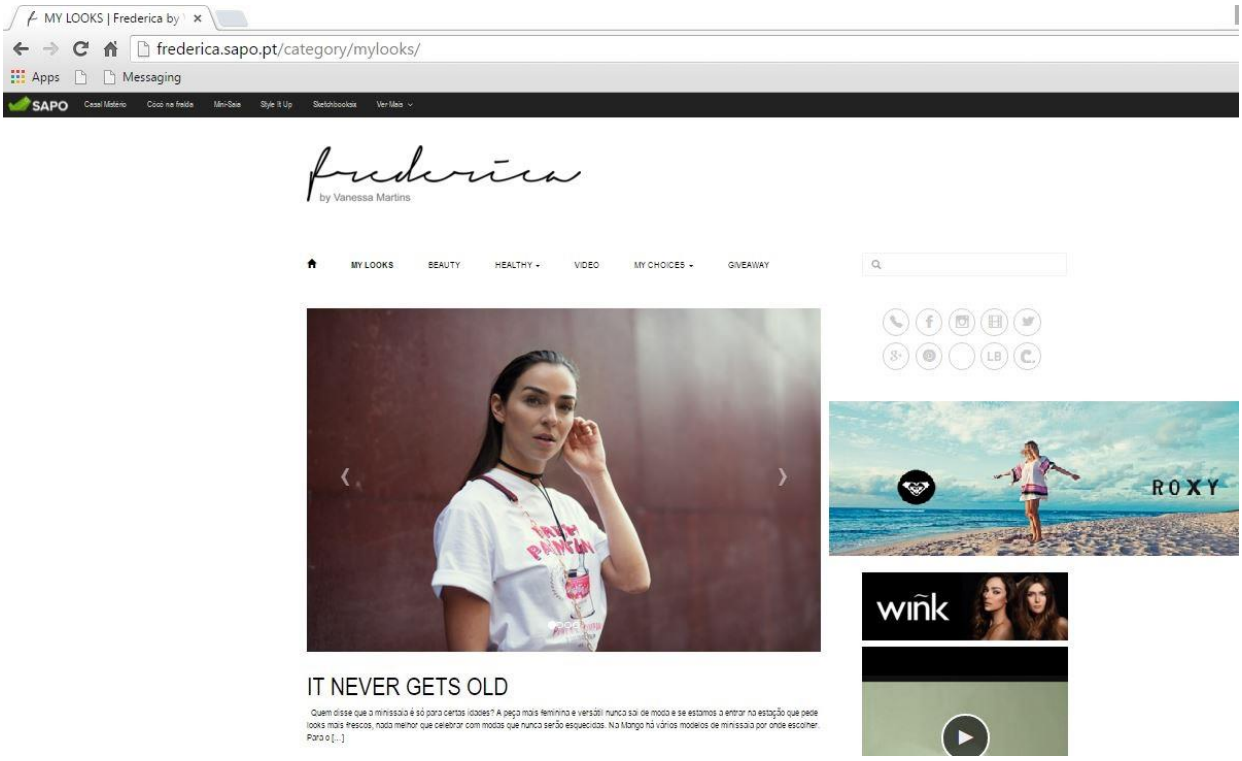


Figure 42 – Example of web display on Vanessa Martin´s blog (fredericia.pt) (Own elaboration)

Smartphone APP

The idea is to create a smartphone app for all of Quiksilver´s flagship stores (boardriders) all over the world. This app will give Quiksilver the opportunity to gather information about service info, events, news, sales etc. in one place for all of their shops, making it easy for consumers to be updated on upcoming events. By signing in with Facebook or a Google account and allowing the app to send you notifications the app will notify you about events in your area. If a person is on a surf road trip through Portugal the app will send a notification as soon the person is within a 50 km radius of Ericeira with; "*Tomorrow sunset concert at Boardriders Ericeira*". It will also be possible to check the event calendar, allowing people synchronize it with their own calendar so they do not miss out on any events. Furthermore, the app will contain information about "the Boardriders Club" a loyalty system where loyal consumers can collect points to gain discounts in the future. Club members will be able to check their point and their purchases on the app. Moreover, the app will contain general information about skate lessons, surf lessons, sale news and pictures from events.

Developing an app like this could satisfy a great amount of the communication objectives such as; increase positive brand attitude, increase number of clients in the shop (events), establish long-term relationship and loyalty, keep consumers informed and getting people engaged with the brand online. However, since the app is a worldwide idea, it can be discussed if it is possible, as it will require approval from Quiksilver's headquarter in California. Thus, after the app is made, it will be up to the individual countries and flagship stores to update the app concerning their shop, leaving the responsibility to the store managers.

APP

Figure 43 – Boardriders smartphone App (own elaboration)

Online-newsletter

By creating a newsletter Quiksilver Portugal will be able to share a lot of different content with the readers. The newsletter will be created in the end of each month to sum-up the previous month´s events in terms of athletes, events, wholesale events and other relevant information, as well as a reminder of the upcoming month´s events. The newsletter can be found in the Boardriders App, on quikilver.pt and it will be send by email to loyalty cardholders and other consumers signing up for the newsletter. It is a great way to create long-term relationship with consumers and positive WOM. An example of a monthly newsletter can be found in appendix 7.

SEO (search engine optimizer) + AdWords

SEO and AdWords are two ways to enhance the visibility online. AdWords is a form of PPC (Pay Per Click) and SEM (Search Engine Marketing), meaning that companies pay to get more clicks on their website. SEO is related to organic clicks on the homepage in order to gain a good position on the search engine results after the AdWords. Thus, SEO is much more time consuming than AdWords, as the effects of investing in AdWords will be seen immediately. According wholesale manager Jose Gregorio, the main SEO/AdWords strategy of Quiksilver Portugal is to defend their territory, meaning that they are trying to preempt the result page of Google on all query variation including any of the brand names or products. The Goal is to ensure no competitor is displayed above them on brand and product queries (Appendix 1)

Figure 44 show a Google search on "Quiksilver wetsuit", which illustrates that Quiksilver already have a well-designed SEO and AdWords strategy, since their website is the first and only AdWords campaign and the first organic website showing. However, there are still a few places where they could improve:

- When searching for "Quiksilver" on google in Portugal, the first page that comes up is quiksilver.com – it should be quiksilver.pt

- Searching for "Quiksilver board shorts" on Google shows that big ecommerce shops is shown before Quiksilver. Even though these shops are wholesale customers, would it be better to get people into their own homepage as there are no other brands.

- Another google search show that, searching on for example "Quiksilver wetsuit" we get to Quiksilver's front page, we should get to Quiksilver´s wetsuit section on the website. Always make it as easy as possible for the consumer.

Figure 44 – example of a google search (own elaboration)

5.6.2.4.6 Evaluation measurements

After developing a digital communication plan, it is important to design evaluation criteria for each of the communication activities in order to measure if the changes are successful or not. After developing the measurements Quiksilver has to do an evaluation of the communication activities regularly to make sure all activities are bringing benefit to the company. Each of the communication activities can have different objectives in order to reach the overall communication goals. The measurements are shown in the table below:

Digital communication activities	**Evaluation measurements**
The website	Increase amount of visits, increase the amount of clicks, increase ecommerce, interaction with consumers.
Facebook	Increase the amount of followers, increase Brand Page Participation (share, like and comments), increase the amount of post/page views, increase visitor numbers in shop and to events, positive WOM, create relationships.

Instagram	Increase the amount of followers, increase Brand Page Participation (shares, likes and comments), increase views on Instagram moment/live, higher level of interaction via Instagram-message, increase number of visitors in the shop and the website, create relationships.
Bloggers/Athletes/Brand ambassadors	Increase brand awareness and credibility, increase the amount of followers on blog/social media, increase BBP (Share, like, comment), increase Quiksilver´s ecommerce and website visits.
YouTube	Increase the amount of views, BBP (like, comments, shares), increase shares on other social media platforms, higher level of WOM
TripAdvisor	Amount of reviews, number of clicks and comments, increase WOM, credibility and engagement.
Web display	Increase visitors on quiksilver.pt, higher level of website clicks, increase of ecommerce
Smartphone APP	Level of App downloads, increase loyal customer card holders.
Online newsletter	Increase loyal customer card holders, amount of consumers signing up to receive the newsletter, amount of newsletter views, increase website visits.
SEO + AdWords	Increase the amount of people visiting the website, increase search engine views, better the brand position on search engines when searching for important key words, amount of website clicks, ecommerce.

Table 30 – Evaluation measurements of the digital communication plan

5.6.1.4.7 Schedule and budget

After developing the digital communication plan and defining the evaluation measurements a schedule with a budget can be developed. Table 29 represent the schedule and the budget for 2018, notice the intensity of the purple color representing the monthly level of activity on each platform.

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Budget
Website													N/A
Facebook													2260 €
Instagram													2000 €
Bloggers/Athletes													14.000 €
YouTube													3.400 €
TripAdvisor													2000 €
Web display													2000 €
Smartphone APP (maintenance)													2000 €
Newsletter													2000 €
SEO+ AdWords (strategy)													2000 €
Total:													31.660 €

Table 31– Budget and schedule for the communication actions

With evidence from our studies Facebook and Instagram are the most widely used digital media within our target group, implying that the activities on these platforms will be the main tool for daily communication. YouTube and Newsletters will be seasonal, meaning that they only will publish content during the busy tourist and event months from April – November. The table only includes the Smartphone App maintenance as the app is a worldwide project. The budget is calculated by “hiring” a Portuguese marketing manager to handle all the digital communication tasks on the Portuguese market. The yearly cost of hiring a marketing manager is spread out on the different communication jobs. Additional cost is added where the communication job requires further budget, such a blogger/athletes, creating video content for YouTube and Facebook. The budget for Facebook activities is calculated by spending 5 euros a week to promote the page, a post or an event. The value concerning YouTube covers hiring a freelance filmmaker to make two short movies a months during the tourist season. The total budget for the prices available is 31.660 €.

6. Conclusion

The aim of this master´s thesis is to develop a digital communication plan for Quiksilver, Portugal, with implementation in 2018. To complete this objective the following steps have been followed.

First, secondary data has been studied in order to conduct a literature review, providing us with scientific information related to the project and allowing us to investigate what earlier studies have found. Hence, the main concern has been to collect information about digital communication, several other topics had to be studied in order to understand marketing and communication as a whole. The literature review therefore also holds information about marketing´s evolution, marketing communication, integrated marketing communication, relationship marketing communication, communication plan, word-of-mouth, social media and social media´s effect on consumer behavior.

Second an external analysis was performed in order to study the different markets Quiksilver, Portugal operates in. After studying the macro environment, it can be concluded that Portugal is getting more stable, both within their Political and economic situation. Even though Portugal still is recovering from the big economic crisis their GDP is finally growing, the unemployment is falling, the level of investment is rising and the disposable income is increasing. Furthermore, the PESTEL analysis reveal that there is an increasing focus on a healthy lifestyle and an rising interest in extreme/action sports, as well as a higher acceptance of a casual fashion style. Moreover, it can be concluded that Portugal, who has been technologically behind compared to their neighbor countries, is catching up and the majority of the Portuguese population is now online. Studying the micro environment, it can be concluded that the sports apparel market is growing at large, with retail being the dominate mode of sales. However, online sale is growing fast and the competition on the sports apparel market is high. Concerning the Portuguese market, it is also evident that the apparel market is growing, both within retail and ecommerce. Furthermore, the study shows that digital brand activity is important in the decision making process, since it often is the first way consumers interact with the brand.

The external analysis also provides us with an overview of the competitive environment. The competition within the sports apparel market is very high from both direct and indirect competitors. The direct competitors are mainly other surf brands such as Billabong, Rip Curl, Hurley, Deeply etc. which is a very competitive environment, targeting the same niche audience. Thus, the competition from indirect competitors is even bigger as Quiksilver is competing with both sports apparel and fashion brands.

In terms of the internal analysis, Quiksilver is a well-known brand with a vision to lead the boardriding culture. Even though the company has been through a tough time both globally and in Portugal, our internal analysis shows that the company turnover is growing again. Our analysis also emphasizes the importance of Portugal; despite being a small market Portugal has a great marketing value for Quiksilver, since Portugal has become one of the best surf destinations in Europe. Thus, Quiksilver Portugal is facing high competition they are still one of the best established surf brands in terms of digital media in Portugal, which is a big competitive advantage. However, they are still having some marketing and communication challenges, as they lack planning and guidelines for how to control and communicate on their social media.

The primary data was collected via an online questionnaire with 311 respondents within our target group. First a descriptive data analysis was carried out in order to get an insight into the respondents and their digital media use. The descriptive data made it clear that Facebook and Instagram by far are the most used social media platforms within our target group. After the descriptive analysis a bivariate analysis was performed, consisting of hypotheses examine the relationship between two or more variables. From the conducted empirical quantitative research it can be concluded that the findings provide empirical evidence for several bivariate relationships. It was proven that a high level of sports activity positively influences brand awareness and that age influences the use of social media in several ways. In general, the respondents under 35 tend to use and trust Instagram more than the older age groups, who are more likely to use and trust Facebook. Furthermore several significant relationships were found between men and women. The study show that women have a more positive brand attitude, get their attention caught easier by Instagram than men and that women use Instagram more than men to interact with brands. Moreover, the analysis shows that BPP, BA, BATT and WOM are

significantly different depending on time spend on every visit on social media. The more time the respondents spend on their visits, the higher their rating of BPP, BA and WOM is. Finally, three correlation hypotheses were made in order to analyze the correlation between variables; the hypotheses testing showed a positive correlation between BATT and WOM, BPP and BA and between BPP and BA. The findings of the empirical research follow the insight generated in the literature review and prove that there is a positive effect of digital media engagement on relationships with the brands. Furthermore, the finding provides evidence of a positive effect of a good-quality relationship on WOM.

Following the analysis the operational marketing plan including the marketing mix was developed consisting of the 4 P´s. However, the main focus of the marketing mix has been promotion, since this chapter includes the digital communication plan. In the digital communication plan we suggest that Quiksilver Portugal; improve their Facebook page, improve their Instagram, create a link between their webpage and their flagship stores, sponsor bloggers, athletes and brand ambassadors, start creating video content either for their own YouTube channel or to post on the worldwide Quiksilver YouTube. Furthermore, we suggested; that Boardriders Ericeira creates a TripAdvisor, that Quiksilver spend money on online adverting example via web displays on popular blogs, that Quiksilver Portugal optimizes their SEO and their AdWords strategy to gain more traffic to their Portuguese homepage. Next it was proposed that Quiksilver makes a mobile APP to promote their flagship stores. Lastly, a monthly newsletter can be used to create and maintain long-term relationships with consumers and ad to positive WOM. The main objectives of the digital communication plan is to increase brand awareness, credibility, positive WOM and brand attitude as well as gaining recognition and establishing long-term relationships (loyalty). Also the goal is to get the consumers to engage with the brand online and to encourage an active life style. In order to successfully reach these objectives evaluation measurements was created to measure the success of each communication action. Finally, a budget and a schedule were defined for each of the communication actions in order to plan the implementations, which are set to be carried out in 2018. To sum up, Quiksilver has great potential to grow within the Portugal, however it is important that they put more focus into digital marketing as this is where their main target group operates.

A digital communication plan for Quiksilver, Portugal

7. Limitations

During the development of this master´s thesis a few limitations was found, which is important to address in order to get the full understanding of the project. Firstly it was difficult to find scientific papers and journals within the area of sports apparel and digital media in Portugal during the literature search. After an extensive search we managed to find other relevant articles that could be used for the topic.

Secondly, we could only find limited information regarding the development of the sports apparel market and digital media in Portugal, meaning that the external analysis relay on data from limited sources.

Thirdly, we were restricted by time, meaning that our primarily data collection was limited to a certain sample group of people. With a sampling size of 311 respondents thy does not represent the whole population. With more time we could have had more respondents and hereby represented a greater sample size.

Lastly, the time restrictions also influenced the implementation plan, as it was not possible to gain prices for all the suggested implementations. The budget therefore only includes the prices we could gain information about through Quiksilver and by comparing prices available via a Google search.

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9. Appendix

Appendix 1 – interview with José Gregorio (wholesale manager Portugal) and Ben Cortinas (store manager QBE):

Tell me how long you been with Quiksilver (Ben):

My name is Ben Cortinas, I been working with Quiksilver for 8 years now. I started work for Quiksilver in Barcelona in 2008 and I was working with sales 20 hours a week and became 40 hours, then assistant manager and later manager of Quiksilver Barcelona – the only flagship store we use to have in Iberia, before the boardriders arrived. Then I went to Mexico as a freelance wholesale worker for Quiksilver US. After Mexico I came back to Europe as manager for Quiksilver San Sebastian shop for 2 years, now I have been manager of boardriders Ericeira since 2013.

My name is José Gregorio, I been with Quiksilver for many years, I started as a surf team rider and I am now wholesale manager for the Portuguese market working with all our different partners here in Portugal.

How long have Quiksilver been present in Portugal (Jose):

Quiksilver has been present on the Portuguese market for about 30 years. When it first came to Portugal it was on a license managed by a distributor. Before we open our flagship shop here in Ericeira we got back the license and we are now controlling the market ourselves. It is only our Brand DC shoes that are remaining as a distributor here in Portugal.

What is Quiksilver Portugal aiming for (Ben)?

Now we had the license of Quiksilver since 2011 and be believe the future for Quiksilver Portugal is huge. We have a plan to open several Boardriders shops; the next coming up is Boardriders in Carcavelos, Porto and Peniche. With flagship stores we win a lot more money, the marge is big and we control more the image, the quality and the post-sale service. When you have a problem with a product it's always better to go to the official store.

We have since the opening of the store in Ericeira, which also is home of our Whole sale, created a lot of events such as sports events, parties and concerts. We try to bring people to our store with these events and hoping they will a cool image to the brand as well as an increase in sales during the events. Our store in Ericeira is the 3rd largest Quiksilver shop in the world. Thus, we are still facing challenges within sales, communication and marketing.

Who are the main competitors in Portugal (Ben)?

Billabong is probably our biggest competitor in Portugal; they have a strong brand in Portugal and a long history in Portugal. And there headquarter is in Ericeira, their Portuguese headquarter. So both here and worldwide there is a big competition between Billabong and Quiksilver, but especially here in Portugal where we work as a European brand under the European head office in France and Billabong is still a distributor of a worldwide company – they don´t have retail Europe behind them, but they are doing a very good job distributing.

Then we have as competitors many brands, example Deeply, which is a Portuguese brand. Deeply is very strong now as they have a new guy Vasco Ribeiro (Portuguese pro surfer) as head of the brand, he used to be Quiksilver during his whole childhood and teenage years, but we lost him last year and he went to Deeply. The stuff with Deeply is that it's very low quality and therefore lower prices.

Rip Curl, Hurly and other surf brands are also competitors but as distributors since they don't have retail. Vans is coming with retail market, meaning that they soon will be very strong in Portugal. But Rip Curl O'Neill and all these brands are still distributors so they don't have the same power as us. .

What about indirect competitors (Ben)?

When we are looking at Quiksilver worldwide, Quiksilver want to be competing with Nike, Rebook and Adidas. We also want to catch the attention from the kinds and groms to move them from playing virtual soccer in front of the PlayStation, and we want to bring them out and try to push them in the water for them to discover the nature and the sport we are related to.

How many shops do Quiksilver have in Portugal (Jose)?

Our clients are divided into four different distribution channels:

- Elite energy: clients that we give special conditions, as we find that they have a special image in the market and a special impact in the country. We also think they have potential to grow cells and give a good image to the brand. These are independent accounts, meaning they have their own shop name, but their main product range is Quiksilver and Roxy. We have 12 of these shops in Portugal.
- Elite franchisers: which is our franchising stores, its people who run their own business, but with a very close partnership with us. These shops have Quiksilver on the door which is a big risk for the company, because if they close it is a Quiksilver shop that closes. Or

if the shop is not proper run it's our image that is on the line. It is therefore a very close partnership with special conditions. We have 4 franchising shops in Portugal.

- Independent territory: which are all the wholesale clients, including fashion shops, sports shops etc.. Shops that have multiple brands in their shop including products from our main competitors.
- Automated sales: Is a very small group of clients that we have, very small shops, they don't do much business they just buy online in our website for professional shops.

The Portuguese market is relative small, but why is it so important (Ben)?

It is very important, because now tourism is growing a lot in Portugal, we have an increase of doublet number since the last 3 years, so there is every year more tourism. And Portugal is one of the capitals for surf in Europe, because the conditions are good all year. Marketing vise the Portuguese market is very important, it is the moment to enter and be strong for both locals and the growing tourism. It is tricky with marketing as we have to make a choice of which language the company is talking, if you talk Portuguese you speak to the local market and if you speak in English Portuguese people can think it's not for them. We choose to do most things in English to capture the tourism.

What is your current digital communication plan (Ben)?

We have no plan, we have to follow the worldwide rules, hashtags, communication etc. but we try to be very active on the social media, we are kind of free and able to do whatever we want but we always try to look at the details and don't cross the information and do relation between the vibes we want to share and the product.

Recently you changed your free Wi-Fi so people had to check in for free WI-FI, what have that given Boardriders (Ben):

It's been a very positive outcome, we did it for security purpose to see who been here and what people have been looking at. But for us it's a double win situation, because we also win a like in our page and more than that it is always saying that "you been to Boardriders Ericeira" so it shows all your friends you been here - that's even better than a like for us. In 2 months we won 1000 likes on our Facebook page.

What digital media restrictions are you under from the marketing head office in France (Ben)?

None, it's something I think Quiksilver has to Focus more on, because 3 or 4 years ago they told us to do a Facebook page, so all the shops have a Facebook page and the biggest shops have to have an Instagram account. No rules, no help and no guidelines so I think there is gab of info of how we should manage the social media and these details should in my opinion get more attention.

Right now you don't have a Quiksilver Portugal page, but a Boardriders Ericeira page, what do you think about that (Ben)?

I think Quiksilver have a very strong name and page/account in Instagram and Facebook and so does Roxy and DC shoes. Boardriders Ericeira, its true it's a shop, but it allow us a lot more flexibility and we have a lot more happening in boardriders Ericeira than in Quiksilver Portugal, so there is a lot more stuff to share. I think it's a good strategy to push Instagram of official stores because you can play with all 3 brands and not only with Quiksilver or Roxy or DC shoes, so the messages are a lot cooler. And we can use the bigger official Instagram and Facebook for dividing the brands. Something very important to know about marketing in Portugal and about marketing in general in Quiksilver it's been a lost interest for the company to have a marketing area for a few years now because the head of the company was American and we lost our department in Europe. But now we need to think about the future and I think the future is to try to share vibes and to share our philosophy but also to link a lot more with our shops. We have a problem today, we are losing visitors and the marketing was for many years focused on "who are you", so we are surfers, skaters and snowboarders. But what we need to think about for the future is to do a revolution of marketing to bring people back to the shops. The internet market is not enough; we need to get people to the shops, even though the ecommerce is growing. We want to have contact with our customers

Can you tell me a bit about your SEO and AdWords strategy? :

Yes, the Quiksilver group is putting a lot of effort into being visible online. Here is some information I got from our marketing headquarter:

Our goals of SEA is to:

- Maximize the visibility and the brand awareness
- Maximize the number of Sales
- Continue to drive a qualified traffic on our brand websites

- Maximize the media productivity for the SEA lever

Why:

- Participate to the brand visibility and legitimacy on a universe
- To respond user queries
    - A query must meet a specific message and redirect to a specific page
- By controlling the targeting, messages and redirection
    - Being visible quickly (SEO positioning takes time, SEA visibility is immediate)
    - Bridging the lack of SEO : some keywords are too competitive and do not allow to emerge in SEO
    - Incrementally (SEO+SEA > SEO alone or SEA alone),
    - Control & Flexibility (targeting, landing page, on-off / seasonality, creative copy ads
    - Unique Ad Format
- To redirect captive prospect on the advertiser site: The right message at the right moment
    - SEA allows advertisers to respond to an active user query
    - The advertiser must be positioned on the result page where he will find direct and indirect competition
    - But the goal is not to be everywhere!
    - Each player has to define and build its presence in the search engines according to the thematic relevant for its business
- To increase the brand awareness and, ultimately, increase the instore visits → halo effect

In Portugal, our main strategy is to secure brand territory:

- Defensive / loyalty
    - Preempt the results page of Google on all query variation with brand name or product
    - Ensure that no competitor is displayed above us on brand & brand + product queries

Our secondary target is territory to be conquered:

- Offensive / Acquisition
    - Focusing the SEA strategy with keywords that make the DNA of our Brands
    - Understanding the intentions associated with each query to cover only those for which our product has a qualified answered to provide: skate shoes, wetsuits, board shorts…

Our goal is to be positioned on all these types of queries with a share of voice regarding the allowed budget. But we keep in mind to always prioritize the defense of the brand territory over the conquest of different generic strategic universe.

Appendix 2 – Online questionnaire

Social media use and sports apparel brands on social media

I am a student of a Master in Marketing at ISCTE Business School in Lisbon. I am currently writing my master thesis and I therefore need your help to answer the following questionnaire. It is a must that you live in Portugal, have been living in Portugal or been spending some vacation time in Portugal. My Master thesis strive to address the use of digital media within sports apparel brands and the final goal is to develop a digital communication plan for Quiksilver Portugal. All responses will be handled confidentially and anonymously, and the questionnaire will only take around 5 minutes to complete. Thank you for participating.

1. Q1: Gender/Sexo?
   - Man / Homem
   - Woman / Mulhe

2. Q2: What is your age?/Que idade tens? *
   - Under 18 / Menos de 18
   - 18-24
   - 25-34
   - 35 - 44
   - 45 - 54
   - 55 or older / Mais que 55

3. Q3: Occupation or Job title? / Ocupação Actual?
   - Student / Estudante
   - Intern / Estagiário
   - Junior / 1º emprego
   - Manager / Gerente
   - Senior Manager / Supervisor
   - Executive / Executivo
   - President or CEO / Presidente ou CEO
   - Other

4. Q4: How active are you in exercising sport on a scale from 1 (never) to 7 (everyday) / Numa escala de 1(nunca) a 7(todos os dias), com que frequência praticas actividades desportivas?

Social media use

5. Q5: Are you on social media? / Estás presente nas redes sociais?
   - Yes / Sim
   - No thanks you do not have to answer any more questions / Não - Obrigada, não precisa de responder a mais questões

6. Q6: Which social media are you using? / Quais destas redes sociais costumas usar?
    - Facebook
    - Instagram
    - Snapchat
    - Twitter
    - Google +
    - LinkedIn
    - TripAdvisor
    - YouTube
    - Other: _____

7. Q7: How often do you use Facebook? / Com que frequência usas o Facebook?

    Never / nunca 1 2 3 4 5 6 7 Several times a day / várias vezes ao dia

8. Q8: How often do you use Instagram? / Com que frequência usas o Instagram?

    Never / nunca 1 2 3 4 5 6 7 Several times a day / várias vezes ao dia

9. Q9: How often do you use Snapchat? / Com que frequência usas o Snapchat?

    Never / nunca 1 2 3 4 5 6 7 Several times a day / várias vezes ao dia

10. Q10: How often do you use Twitter? / Com que frequência usas o Twitter?

    Never / nunca 1 2 3 4 5 6 7 Several times a day / várias vezes ao dia

11. Q11: How often do you use Google + / Com que frequência usas o Google+?

    Never / nunca 1 2 3 4 5 6 7 Several times a day / várias vezes ao dia

12. Q12: How often do you use LinkedIn? / Com que frequência usas o LinkedIn?

    Never / nunca 1 2 3 4 5 6 7 Several times a day / várias vezes ao dia

13. Q13: How often do you use TripAdvisor? / Com que frequência usas o TripAdvisor?

Never / nunca 1 2 3 4 5 6 7 Several times a day / várias vezes ao dia

14. Q14: Time spend on every visit on Social media? / Quanto tempo passas nas redes sociais em visita?
    - Less than 1 hour / Menos de 1 hora
    - 1-2 hours / 1-2 horas
    - More than 2 hours / mais que 2 horas

15. Q15: How often do you follow sports apparel brands on Social media? / Com que frequência segues Marcas de Roupa Desportiva nas redes sociais?

Never / nunca 1 2 3 4 5 6 7 Several times a day / várias vezes ao dia

16. Q16: Which sports apparel brands do you follow on Social media? / Quais destas Marcas segues nas redes sociais?
    - Billabong
    - Quiksilver
    - Adidas
    - Nike
    - Rip Curl
    - Reebok
    - O'Neill
    - Hurley
    - Deeply
    - None of these

17. Q17: Which social media do you think influences your decisions the most? / Quais destas redes sociais achas que te influência mais nas tuas decisões?
    - Facebook
    - Instagram
    - Snapchat
    - Twitter
    - Google+
    - LinkedIn
    - TripAdvisor
    - YouTube
    - Other: _____

18. Q18: Which plat form(s) do you think works best to catch your attention towards brands that you follow? / Quais destas plataformas pensas trabalhar melhor para captar a tua atenção sobre as Marcas que segues?
    - Facebook
    - Instagram
    - Snapchat
    - Twitter
    - Google+
    - LinkedIn
    - TripAdvisor
    - YouTube
    - Other: _____

19. Q19: Which plat form(s) do you use to interact with the brands you follow? / Quais destas plataformas usas para interargir com as marcas que segues?
    - Facebook
    - Instagram
    - Snapchat
    - Twitter

- Google+
- LinkedIn
- TripAdvisor
- YouTube
- Other: _____

20. Q20: Which plat form(s) do you use to get the most valuable information about product or services on brands you follow? / Quais destas plataformas usas para conseguir uma melhor informação sobre o produto ou serviços das Marcas que segues?:
    - Facebook
    - Instagram
    - Snapchat
    - Twitter
    - Google+
    - LinkedIn
    - TripAdvisor
    - YouTube
    - Other: _____

21. Q21: Which platform(s) do you trust most when it comes to sports apparel brands? / Em quais destas plataformas confias mais quando se trata de Marcas de Roupa Desportiva?
    - Facebook
    - Instagram
    - Snapchat
    - Twitter
    - Google+
    - LinkedIn
    - TripAdvisor
    - YouTube
    - Other: _____

22. Q22: I am fully aware that Quiksilver is present on social media / Estou plenamente consciente que a Quiksilver está presente nas redes sociai
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

23. Q23: I am fully aware that Rip Curl is present on social media / Estou plenamente consciente que a Rip Curl está presente nas redes sociais
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

24. Q24: I am fully aware that Hurley is present on social media / Estou plenamente consciente que a Hurley está presente nas redes sociais
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

25. Q25: I am fully aware that Billabong is present on social media / Estou plenamente consciente que a Billabong está presente nas redes sociais
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

26. Q26: I am fully aware that Deeply is present on social media / Estou plenamente consciente que a Deeply está presente nas redes sociais
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

27. Q27: I am fully aware that O´Neill is present on social media / Estou plenamente consciente que a O ´Neill está presente nas redes sociais
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

28. Q28: For what reason do you follow sports apparel brands? / Qual a razão para seguires marcas de roupa desportivas?

    Q28a: To get promotion and discounts / Para conseguir promoções e descontos
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

    Q28b: To get updates and product information / Para saber novidades e informações sobre o produto
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

    Q28c: To be able to easily contact the brand /Para contactar facilmente a marca
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

    Q28d: To receive entertaining content /Para receber conteúdo interessant
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

    Q28e: To be updated on sports events and athletes the brand sponsors /Para estar informado sobre os atletas patrocinados e sobre os eventos desportivos
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

    Q28f: To be able to give feedback / Para poder dar uma opinião
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

    Q28g: To get inspired / para me inspira
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

    Q28h: In order to state which brands I support / Para mostrar que marcas eu apoio
    Strongly disagree 1 2 3 4 5 6 7 strongly agree

    Q28i: Other? / Outro?: _____

Brand Page Participation

29. Q29: Are you ever active on a sports brand page on social media by sharing, liking or commenting? / Estás activo numa página de marca desportiva nas redes sociais como partilhar, gostar ou comentar
    - Yes / sim

- No - You can skip the next 3 Questions / Não - Podes passar as 3 perguntas seguinte

30. Q30: How often do you comment post on sports brand pages? / Com que frequência comentas publicações de páginas de Marcas Desportivas?

Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

31. Q31: How often do you like post on sports brand pages? /Com que frequência gostas de publicações de páginas de Marcas Desportivas
    Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

32. Q32: How often do you share post on sports brand pages? / Com que frequência partilhas publicações de páginas de Marcas Desportivas?
    Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

33. Q33: Which type of content do you prefer a sports apparel brand post on social media? / Que tipo de informação gostas que as Marcas de Roupa Desportiva publiquem
    - Images / Imagens
    - Videos / Videos
    - Photos / Fotos
    - New product information / Informação sobre produtos novos
    - Other_____

34. Q34: How active do you think a brand should be on social media? / Quão activa achas que uma Marca deve estar nas redes sociais?
    - 2 posts a day / 2 publicações por dia
    - 1 post a day / 1 publicação por dia
    - 3-5 posts a day / 3-5 publicações por dia
    - More than 5 post a day / mais que 5 publicações por dia
    - Less than 1 post a day / menos que 1 publicação por dia

35. Q35: After I have an interaction with a sports apparel brand on social media I tend to see the brand as / Depois de ter uma interação com uma marca de roupa desportiva nos social media, tenho tendência a ver a marca como?~

    Q35a: More favorable than before / Mais favorável do que antes
    Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

    Q35b: More appealing than before / Mais apelativo do que antes
    Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

    Q35c: More pleasant than before / Mais agradável do que antes
    Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

    Q35d: More likable than before /Gosto mais dela do que antes
    Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

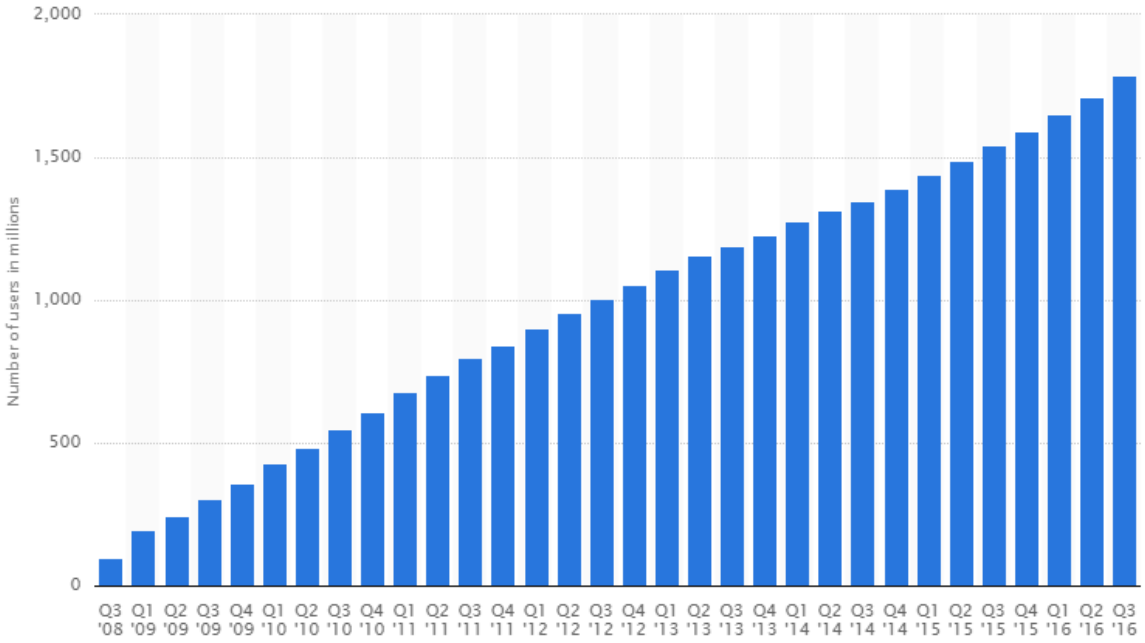
Q35e: Better than before / Melhor do que ante
Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

Word-of-mouth

36. Q36: Would you recommend your favorite sports brand to a friend? / Recomendarias a tua marca de desporto favorita a um amigo teu?
    Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

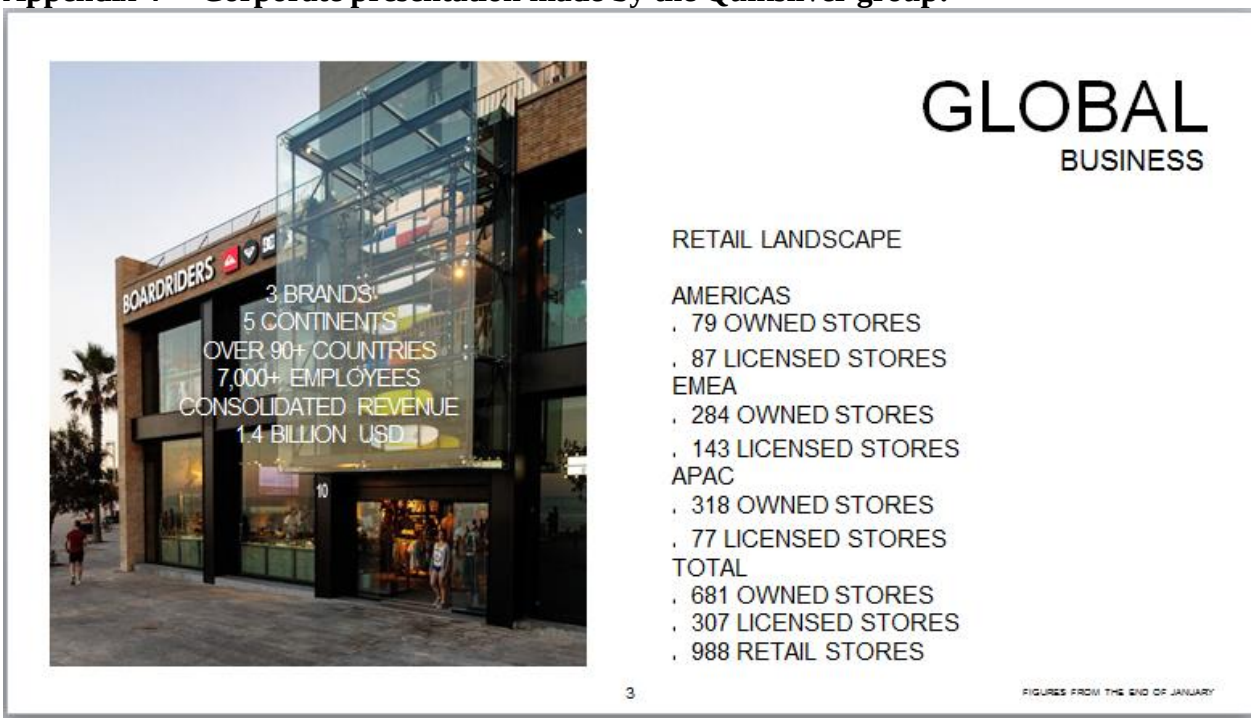
37. Q37: Would you talk positively about your favorite sports brand? / Falarias bem sobre a tua marca de desporto favorita?
    Never / Nunca 1 2 3 4 5 6 7 Always/Sempra

Appendix 3 - Facebook users since 2008:

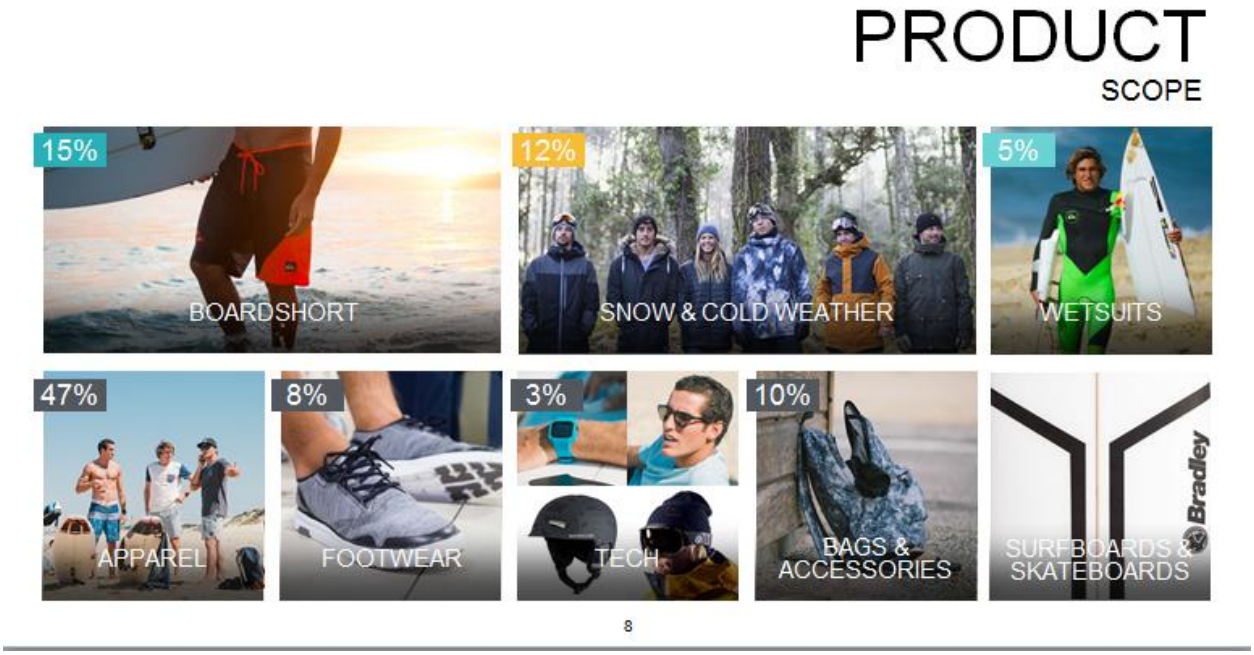


(Statista, 2016)

Appendix 4 – Corporate presentation made by the Quiksilver group:



THIS IS QUIKSILVER
THE ORIGINAL BOARDSHORT COMPANY
VISION
LEAD BOARDRIDING CULTURE
MISSION
INSPIRE & AMPLIFY LIFE, ON & OFF THE BOARD
PROMISE
BRING THE ATTITUDE THAT DEFINES YOUR STYLE


PRODUCT
SCOPE
15%
BOARDSHORT
12%
SNOW & COLD WEATHER
5%
WETSUITS
47%
APPAREL
8%
FOOTWEAR
3%
TECH
10%
BAGS & ACCESSORIES
SURFBOARDS & SKATEBOARDS
Bradley
8

ROXY PRODUCT SCOPE

32% SPORTSWEAR	18% SNOW	14% FOOTWEAR
12% SWIM	12% ACCESSORIES	5% ROXY GIRL
4% FITNESS	3% WETSUITS	TECH
SURFBOARDS/SKATEBOARDS	SKIS/SNOWBOARDS	

BRAND MISSION

MISSION

OUR MISSION IS TO EQUIP

AND INSPIRE OUR COMMUNITIES

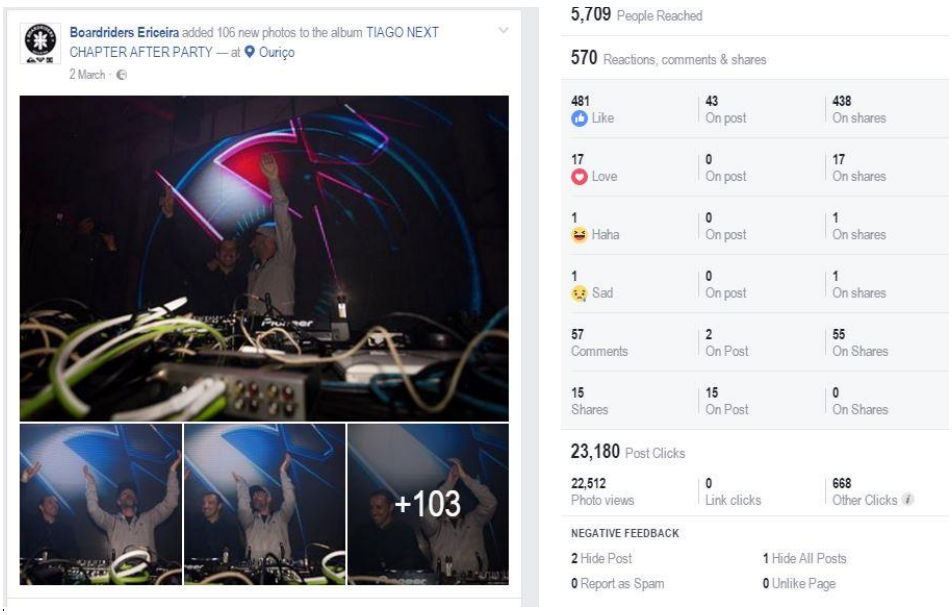
TO CHALLENGE CONVENTION,

AIM HIGHER

AND MAKE THEIR OWN WAY.

DEFYCONVENTION

Appendix 5 – Example of a Facebook post on Quiksilver Portugal



Appendix 6 – Example of Instagram posts shared on Facebook

	Because everyday is a new day @boardridersericeira #patinhos #bob ...	1.8K	64	10 June 2016 at 12:11 Benoit Cortinas
	Today start The #euro2016, are you ready to support your country?? #...	1.2K	43	10 June 2016 at 08:56 Benoit Cortinas
	Next Sunday @boardridersericeira ! The Portuguese core media will c...	1.2K	65	8 June 2016 at 12:15 Benoit Cortinas

Appendix 7 – Newsletter

NEWSLETTER

NEWSLETTER

The month of victory

Tiago Pires, who last year announced his retirement from competitive surfing, could not stay away and in the beginning April he won the first stop of the Portuguese pro tour Liga Meo. Well done Tiago. We are stoked to have you in the Quiksilver family.

Kika stole the show

Francisca Veselko aka. Kika won the 3rd stop on the local tour in Santa Cruz in the middle of April, and she finished on a well-deserved 3rd place in the Costa Caparica pro junior a few weeks ago. Kika looks dangerous and we are excited to see what this season is bringing for the young talent.

Full house

This month Boardriders Ericeira hosted their first sunset concert of season 2017. The shop was nearly full and the vibes was amazing. Thanks to the local band The Decents for the awesome music and to everyone who came. We are excited to see you all on the 5th of May for the next concert.

Coming up

Do not miss out on our many events in May:

May 5th
Sunset concert from 19.00-21.30 at Boardriders Ericeira

May 10th
Bana skate competition from 10.00-16.00 at Bana surf shop, Carcavelos

May 12th
Sunset concert from 19.00-21.30 at Boardriders Ericeira

May 14th
Bowl jam skate competition from 19.00-21.30 at Boardriders Ericeira

Appendix 8 – SPSS Work

FACTOR ANALYSIS: PRINCIPAL COMPONENTS ANALYSES

Brand Awareness (BA):

The six correlated initial variables of BA are (on a scale from 1 (strongly disagree) – 7 (Strongly agree): "I am fully aware that…"

A1: "*Quiksilver is present on social media*"

A2: "*Rip Curl is present on social media*"

A3: "*Hurley is present on social media*"

A4: "*Billabong is present on social media*"

A5: "*Deeply is present on social media*"

A6: "*O'Neill is present on social media*"

Before performing an Principle component analysis it is important to check "Cronbach`s Alpha" in order to check the reliability of the variables. Cronbach´s Alpha has to be greater than 0.7 for the variables to be considered suitable for a PC analysis.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.908	.910	6

Cronbach´s Alpha = 0.908 >0.7 meaning that we can continue to perform a PCA.

To replace the initial variables by PCs, the following criteria have to be fulfilled:

- Initial variables must be all in the same scale (Likert scale) and be related to the same topic (correlation): Fulfilled!
- n>10 observations per initial variable: Fulfilled!

Correlation Matrix

		Q22: I am fully aware that Quiksilver is present on social media	Q23: I am fully aware that Rip Curl is present on social media	Q24: I am fully aware that Hurley is present on social media	Q25: I am fully aware that Billabong is present on social media	Q26: I am fully aware that Deeply is present on social media	Q27: I am fully aware that O'Neill is present on social media
Correlation	I am fully aware that Quiksilver is present on social media	1.000	.754	.682	.722	.373	.619
	Q23: I am fully aware that Rip Curl is present on social media	.754	1.000	.774	.768	.402	.684
	Q24: I am fully aware that Hurley is present on social media	.682	.774	1.000	.775	.512	.697
	Q25: I am fully aware that Billabong is present on social media	.722	.768	.775	1.000	.440	.721
	Q26: I am fully aware that Deeply is present on social media	.373	.402	.512	.440	1.000	.473
	Q27: I am fully aware that O'Neill is present on social media	.619	.684	.697	.721	.473	1.000

The correlation matrix shows that some correlations are high, others are moderate: this suggests one or two principal components

1. **<u>Correlation:</u>**

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.903
Bartlett's Test of Sphericity	Approx. Chi-Square	1296.147
	df	15
	Sig.	.000

- KMO indicates whether the sample is appropriate to perform PCA, as for PCA the initial values have to be correlated. KMO is measured on a scale from 0-1, all above 0,6 is acceptable. → 0,903 > 0,6: Fulfilled

- Bartlett's Test: H0: "the correlation matrix is an identity matrix = the initial variables are not correlated" the hypothesis has to be rejected → Sig (0,000) < 0,05: Reject H0 = there are pairs of variables significantly correlated

2. **<u>How many PC´s?</u>**

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.186	69.760	69.760	4.186	69.760	69.760
2	.727	12.121	81.881			
3	.373	6.219	88.100			
4	.291	4.858	92.957			
5	.226	3.771	96.728			
6	.196	3.272	100.000			

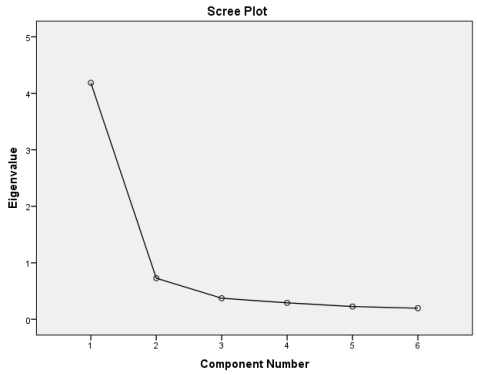
Extraction Method: Principal Component Analysis.

How many PCs the solution should have? 3 criteria can help us decide help us to decide:

- Kaiser's Kriterion (default in SPSS): Eigenvalues (λ) >= 1 is extracted →SPSS has chosen 1 PC with λ > 1: accounting for 69.76 % of the variance of the 6 initial variables → we can argue that it's OK because it so close to 70 % which is the limit.

- Percentage of the variance of the initial variables explained by the extracted PCs: 1 PC required to obtain 69.76 %

- Scree Plot: Choose 1 PC



3. **<u>Interpretation:</u>**

Component Matrix[a]

	Component
	1
Q25: I am fully aware that Billabong is present on social media	.898
Q24: I am fully aware that Hurley is present on social media	.896
Q23: I am fully aware that Rip Curl is present on social media	.890
Q27: I am fully aware that O´Neill is present on social media	.844
Q22: I am fully aware that Quiksilver is present on social media	.841
Q26: I am fully aware that Deeply is present on social media	.604

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The Component Matrix helps us to visualize how the correlations between the initial variables and the extracted PCs are. Higher correlation values are useful for the purpose of interpretation of the PCs.

The Matrix show that all initial values have a high correlation value – the only variable with less correlation is "*I am fully aware that Deeply is present on social media*"

→ Based on this, we choose a solution with 1 PC:

- Regarding the BA, one Principal Component accounts for 69.76 % of the variability of the 3 initial variables
- The 1st Eigenvector for the BA is : PC1 = 0,898x1 +0,896x2 + 0,890x3 + 0,844x4 + 0,841x5 + 0,604x6 → the elements are related to the BA = name for new standardized variable: "eigenvalue of BA"

Brand Page Participation (BPP):

The three correlated initial variables of BPP are (on a scale from 1 (Never) – 7 (Always): "How often do you…"

P1: "*Comment posts on sports brand pages*"

P2: "*Like posts on sports brand pages*"

P3: "*Share posts on sports brand pages*"

Before performing an Principle component analysis it is important to check "Cronbach`s Alpha" in order to check the reliability of the variables. Cronbach´s Alpha has to be greater than 0.7 for the variables to be considered suitable for a PC analysis.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.699	.702	3

Cronbach´s Alpha = 0.699 = 0.7 so close to 0.7 that we decided to continue to perform a PCA.

To replace the initial variables by PCs, the following criteria have to be fulfilled:

- Initial variables must be all in the same scale (Likert scale) and be related to the same topic (correlation): Fulfilled!
- n>10 observations per initial variable: Fulfilled!

Correlation Matrix

		Q30: How often do you comment post on sports brand pages?	Q31: How often do you like post on sports brand pages?	Q32: How often do you share post on sports brand pages?
Correlation	Q30: How often do you comment post on sports brand pages?	1.000	.349	.607
	Q31: How often do you like post on sports brand pages?	.349	1.000	.365
	Q32: How often do you share post on sports brand pages?	.607	.365	1.000

The correlation matrix shows that some correlations are high, others are moderate: this suggests one or two principal components

1. **<u>Correlation:</u>**

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.625
Bartlett's Test of Sphericity	Approx. Chi-Square	105.122
	df	3
	Sig.	.000

- KMO indicates whether the sample is appropriate to perform PCA, as for PCA the initial values have to be correlated. KMO is measured on a scale from 0-1, all above 0,6 is acceptable. → 0,625 > 0,6: Fulfilled

- Bartlett's Test: H0: "the correlation matrix is an identity matrix = the initial variables are not correlated" the hypothesis has to be rejected → Sig (0,000) < 0,05: Reject H0 = there are pairs of variables significantly correlated

2. <u>How many PC´s?</u>

Total Variance Explained

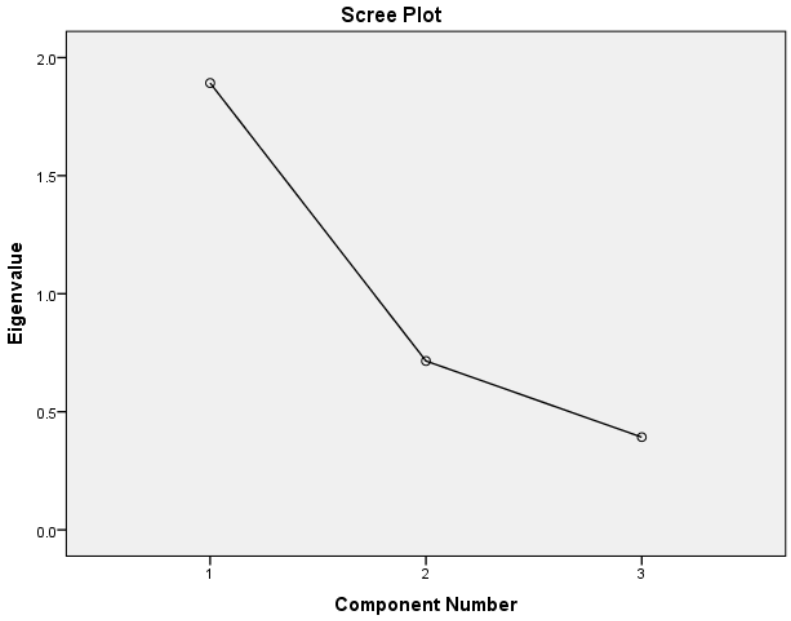
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.892	63.079	63.079	1.892	63.079	63.079
2	.715	23.836	86.915			
3	.393	13.085	100.000			

Extraction Method: Principal Component Analysis.

How many PCs the solution should have? 3 criteria can help us decide help us to decide:

- Kaiser's Kriterion (default in SPSS): Eigenvalues (λ) >= 1 is extracted →SPSS has chosen 1 PC with λ > 1: accounting for 63.079 % of the variance of the 3 initial variables → we can argue that it's better to have 2 PC´s as that would account for 86.9 % of the initial variables. However as we only have 3 initial variables we are going to continue with just one PC, even though it does not account for 70 %, but with Cronbach´s Alpha fulfilled we continue with one PC.
- Percentage of the variance of the initial variables explained by the extracted PCs: 1 PC required to obtain 63.079 %

- Scree Plot: Choose 1 PC



Component Matrix[a]

	Component
	1
Q32: How often do you share post on sports brand pages?	.850
Q30: How often do you comment post on sports brand pages?	.843
Q31: How often do you like post on sports brand pages?	.677

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

3. <u>Interpretation:</u>

The Component Matrix helps us to visualize how the correlations between the initial variables and the extracted PCs are. Higher correlation values are useful for the purpose of interpretation of the PCs.

The Matrix show that all initial values have a high correlation value

→ Based on this, we choose a solution with 1 PC:

- Regarding the BPP, one Principal Component accounts for 63.076 % of the variability of the 3 initial variables
- The 1st Eigenvector for the BPP is : PC1 = 0,850x1 +0,843x2 + 0,677x3 → the elements are related to the BPP = name for new standardized variable: "eigenvalue of BPP"

Brand Attitude (BATT):

The five correlated initial variables of BATT are (on a scale from 1 (Never) – 7 (Always)):

"*After I have an interaction with a sports apparel brand on social media I tend to see the brand as…*"

T1: "*More favorable than before*"

T2: "*More appealing than before*"

T3: "*More pleasant than before*"

T4: "*More likable than before*"

T5: "*Better than before*"

Before performing an Principle component analysis it is important to check "Cronbach`s Alpha" in order to check the reliability of the variables. Cronbach´s Alpha has to be greater than 0.7 for the variables to be considered suitable for a PC analysis.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.970	.970	5

Cronbach´s Alpha = 0.970 > 0.7 meaning that we can continue to perform a PCA.

To replace the initial variables by PCs, the following criteria have to be fulfilled:

- Initial variables must be all in the same scale (Likert scale) and be related to the same topic (correlation): Fulfilled!
- n>10 observations per initial variable: Fulfilled!

Correlation Matrix

		Q35a: More favorable than before	Q35b: More appealing than before	Q35c: More pleasant than before	Q35d: More likable than before	Q35e: Better than before
Correlation	Q35a: More favorable than before	1.000	.870	.867	.855	.869
	Q35b: More appealing than before	.870	1.000	.861	.837	.849
	Q35c: More pleasant than before	.867	.861	1.000	.868	.881
	Q35d: More likable than before	.855	.837	.868	1.000	.888
	Q35e: Better than before	.869	.849	.881	.888	1.000

The correlation matrix shows that all correlations are high: suggesting that one principal component is enough.

1. Correlation:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	2020.866
	df	10
	Sig.	.000

- KMO indicates whether the sample is appropriate to perform PCA, as for PCA the initial values have to be correlated. KMO is measured on a scale from 0-1, all above 0,6 is acceptable. → 0,921 > 0,6: Fulfilled

- Bartlett's Test: H0: "the correlation matrix is an identity matrix = the initial variables are not correlated" the hypothesis has to be rejected → Sig (0,000) < 0,05: Reject H0 = there are pairs of variables significantly correlated

2. How many PC´s?

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.458	89.165	89.165	4.458	89.165	89.165
2	.179	3.579	92.743			
3	.129	2.589	95.333			
4	.125	2.499	97.832			
5	.108	2.168	100.000			

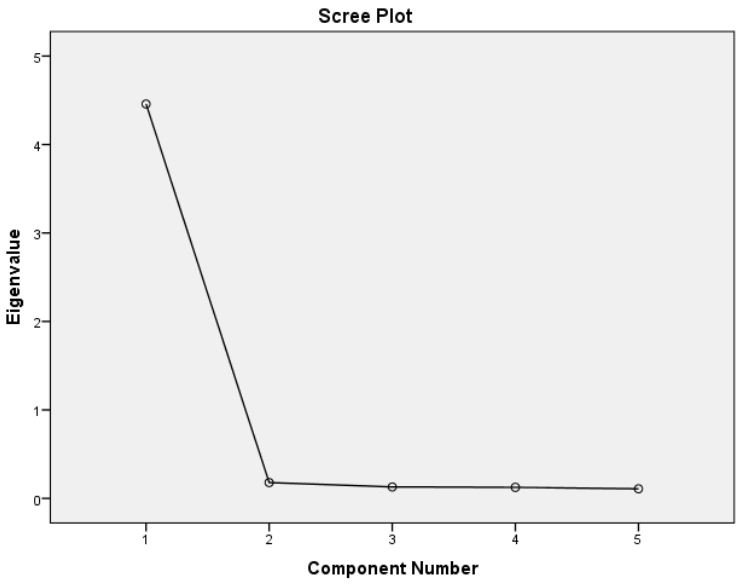
Extraction Method: Principal Component Analysis.

How many PCs the solution should have? 3 criteria can help us decide help us to decide:

- Kaiser's Kriterion (default in SPSS): Eigenvalues (λ) >= 1 is extracted →SPSS has chosen 1 PC with λ > 1: accounting for 89.165 % of the variance of the 5 initial variables

- Percentage of the variance of the initial variables explained by the extracted PCs: 1 PC required to obtain 89.165 %

- Scree Plot: Choose 1 PC



Component Matrix[a]

	Component
	1
Q35e: Better than before	.951
Q35c: More pleasant than before	.948
Q35a: More favorable than before	.945
Q35d: More likable than before	.942
Q35b: More appealing than before	.935

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

3.Interpretation:

The Component Matrix helps us to visualize how the correlations between the initial variables and the extracted PCs are. Higher correlation values are useful for the purpose of interpretation of the PCs.

The Matrix show that all initial values have a high correlation value

→ Based on this, we choose a solution with 1 PC:

- Regarding the ATT, one Principal Component

accounts for 89.165 % of the variability of the 5 initial variables

- The 1st Eigenvector for the BATT is : PC1 = 0,951x1 +0,948x2 + 0,945x3 + 0,942x4 + 0,935x5 → the elements are related to the BATT = name for new standardized variable: "eigenvalue of BATT"

Word-of-mouth (WOM):

The two correlated initial variables of WOM are (on a scale from 1 (Never) – 7 (Always)): "Would you…"

W1: "*recommend your favorite sports brand to a friend?"*

W2: *"talk positively about your favorite sports brand?"*

Before performing an Principle component analysis it is important to check "Cronbach`s Alpha" in order to check the reliability of the variables. Cronbach´s Alpha has to be greater than 0.7 for the variables to be considered suitable for a PC analysis.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.907	.911	2

Cronbach´s Alpha = 0.907 > 0.7 meaning that we can continue to perform a PCA.

To replace the initial variables by PCs, the following criteria have to be fulfilled:

- Initial variables must be all in the same scale (Likert scale) and be related to the same topic (correlation): Fulfilled!
- n>10 observations per initial variable: Fulfilled!

Correlation Matrix

		Q37: Would you talk positively about your favorite sports brand?	Q36: Would you recommend your favorite sports brand to a friend?
Correlation	Q37: Would you talk positively about your favorite sports brand?	1.000	.836
	Q36: Would you recommend your favorite sports brand to a friend?	.836	1.000

The correlation matrix shows that all correlations are high: suggesting that one principal component is enough.

1. Correlation:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	370.855
	df	1
	Sig.	.000

- KMO indicates whether the sample is appropriate to perform PCA, as for PCA the initial values have to be correlated. KMO is measured on a scale from 0-1, all above 0,6 is acceptable. → 0,500 < 0,6: Not fulfilled → As it is only two initial values it can be discussed if a PCA is necessary – but because Cronbach´s alpha is so high it is decided to continue with PCA.

- Bartlett's Test: H0: "the correlation matrix is an identity matrix = the initial variables are not correlated" the hypothesis has to be rejected → Sig (0,000) < 0,05: Reject H0 = there are pairs of variables significantly correlated

2. **How many PC´s?**

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.836	91.816	91.816	1.836	91.816	91.816
2	.164	8.184	100.000			

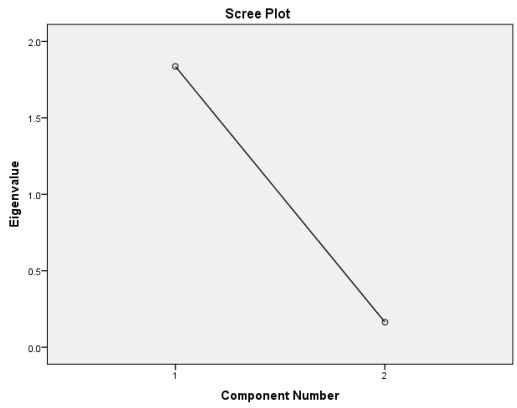
Extraction Method: Principal Component Analysis.

How many PCs the solution should have? 3 criteria can help us decide help us to decide:

- Kaiser's Kriterion (default in SPSS): Eigenvalues (λ) >= 1 is extracted →SPSS has chosen 1 PC with λ > 1: accounting for 91.816 % of the variance of the 2 initial variables

- Percentage of the variance of the initial variables explained by the extracted PCs: 1 PC required to obtain 91.816 %

- Scree Plot: Choose 1 PC



3. **<u>Interpretation:</u>**

Component Matrix[a]

	Component
	1
Q37: Would you talk positively about your favorite sports brand?	.958
Q36: Would you recommend your favorite sports brand to a friend?	.958

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

T

he Component Matrix helps us to visualize how the correlations between the initial variables and the extracted PCs are. Higher correlation values are useful for the purpose of interpretation of the PCs.

The Matrix show that all initial values have a high correlation value

→ Based on this, we choose a solution with 1 PC:

- Regarding the WOM, one Principal Component accounts for 91.816 % of the variability of the 2 initial variables
- The 1st Eigenvector for the WOM is : PC1 = 0,958x1 +0,958x2 → the elements are related to the WOM = name for new standardized variable: "eigenvalue of WOM"

Testing correlations between PCA´s:

Checking H1: ***There is a positive correlation between Brand page participation and brand awareness***

Correlations

		Average_BPP	Average_BA
Average_BPP	Pearson Correlation	1	.173*
	Sig. (2-tailed)		.024
	N	169	169
Average_BA	Pearson Correlation	.173*	1
	Sig. (2-tailed)	.024	
	N	169	311

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

			Average_BPP	Average_BA
Spearman's rho	Average_BPP	Correlation Coefficient	1.000	.172*
		Sig. (2-tailed)	.	.025
		N	169	169
	Average_BA Average_BA	Correlation Coefficient	.172*	1.000
		Sig. (2-tailed)	.025	.
		N	169	311

*. Correlation is significant at the 0.05 level (2-tailed).

Checking H2: ***There is a Positive correlation between Brand page participation and brand attitude***

Correlations

		Average_BPP	Average_BATT
Average_BPP	Pearson Correlation	1	.430**
	Sig. (2-tailed)		.000
	N	169	169
Average_BATT	Pearson Correlation	.430**	1
	Sig. (2-tailed)	.000	
	N	169	311

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

			Average_BPP	Average_BATT
Spearman's rho	Average_BPP	Correlation Coefficient	1.000	.435**
		Sig. (2-tailed)	.	.000
		N	169	169
	Average_BATT	Correlation Coefficient	.435**	1.000
		Sig. (2-tailed)	.000	.
		N	169	311

**. Correlation is significant at the 0.01 level (2-tailed).

Checking H3: ***There is a positive correlation between WOM and brand attitude***

Correlations

		Average_BATT	Average_WOM
Average_BATT	Pearson Correlation	1	.312**
	Sig. (2-tailed)		.000
	N	311	311
Average_WOM	Pearson Correlation	.312**	1
	Sig. (2-tailed)	.000	
	N	311	311

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

			Average_BATT	Average_WOM
Spearman's rho	Average_BATT	Correlation Coefficient	1.000	.264**
		Sig. (2-tailed)	.	.000
		N	311	311
	Average_WOM	Correlation Coefficient	.264**	1.000
		Sig. (2-tailed)	.000	.
		N	311	311

**. Correlation is significant at the 0.01 level (2-tailed).

NON-PARAMETIC TESTS

Mann-Whitney sports activity and BPP

The Mann-Whitney test examines the equality two independent distributions. The question is, if there are significant differences between the ranks of sports activity regarding Brand Page Participation, defined as P1, P2 and P3.

First a recoding of the level sports activity was done in order to get two groups instead of seven. Respondents who answered 1,2 or 3 was ranked as "non-frequent" and respondents who answered 4,5,6, or 7 was ranked "frequent".

In order to perform the Mann-Whitney test, the following null hypothesis is set:

H0: non-frequent and frequent sports activity rate P1, P2 and P3 equally → H0: μranking of P1,P2,P3 of non-frequent = μranking of P1,P2,P3 of frequent

H1: $\mu i \neq \mu i$ for some pair (i,j) with $i \neq j$

Test Statistics[a]

	Q30: How often do you comment post on sports brand pages?	Q31: How often do you like post on sports brand pages?	Q32: How often do you share post on sports brand pages?
Mann-Whitney U	1972.500	2150.500	2227.500
Wilcoxon W	2713.500	2891.500	2968.500
Z	-2.017	-1.300	-1.013
Asymp. Sig. (2-tailed)	.044	.194	.311

a. Grouping Variable: Sportsactivity Recoded sports activity

According to the results for P2 and P3 sig. = 0.194 and 0.311 > α = 0,05 in the test statistics, the null-hypothesis are therefore accepted with a probability of 95 percent. The non-frequent and frequent levels of sports activity rate P2 and P3 equally which indicates a significant similarity in the ranking order. We can therefore conclude that the level of sports activity do not influence how often a post is liked or commented on. However, P1have a sig = 0.044<0.05 meaning that the null-hypothesis is rejected with a probability of 95 %. Non-frequent and frequent levels of sports activity do not rate P1 similarly and the rank shows that more active respondents are more likely to comment a post on sports brand pages.

<u>Mann-Whitney sports activity and Brand Awarness</u>

In order to analyze the equality of distributions of the variable Average Brand Awareness (BA) and sports activity, a Mann-Whitney Test was performed.

We can define the null-hypotheses as the following:

H0 = "non-frequent and frequent sports activity average brand awareness equally" H0 = μranking of BA for non-frequent = μranking of BA for frequent

H1: $\mu 1 \neq \mu 2$

Test Statistics[a]

	Average_BA Average_BA
Mann-Whitney U	7063.500
Wilcoxon W	9989.500
Z	-2.743
Asymp. Sig. (2-tailed)	.006

a. Grouping Variable: Sportsactivity Recoded sports activity

According to the results for BA sig = 0.006 < α = 0,05 in the test statistics, the null-hypothesis will therefore be rejected with a probability of 95 percent. Meaning that non-frequent and frequent level of sport level do not rate the aspects of brand awareness equally this indicates a significant difference in the ranking order. This means that there is a significant relationship between the level of sports activity and Brand awareness on sports brands.

Mann-Whitney sports activity and Brand Attitude

In order to analyze the equality of distributions of the variable Average Brand Attitude (BATT) and sports activity, a Mann-Whitney Test was performed.

We can define the null-hypotheses as the following:

H0 = "non-frequent and frequent sports activity BATT" H0 = μranking of BATT for non-frequent = μranking of BATT for frequent

H1: $\mu 1 \neq \mu 2$

Test Statistics[a]

	Average_BATT
Mann-Whitney U	8195.000
Wilcoxon W	11121.000
Z	-1.080
Asymp. Sig. (2-tailed)	.280

a. Grouping Variable: Sportsactivity Recoded sports activity

According to the results of BATT sig. = 0.280 > α = 0,05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. Meaning that the two levels of sports activity

rate the aspects of brand attitude equally this indicates no significant difference in the ranking order. This shows that sports activity level does not influence BATT.

Mann-Whitney sports activity and Word-of-mouth

In order to analyze the equality of distributions of the variables WOM and sports activity, a Mann-Whitney Test was performed. First it was performed on the PCA Average WOM, but as the sig value was very close to 0.05, a Mann-Whitney test was run on both W1 and W2.
We can define the null-hypotheses as the following:
H0 = "non-frequent and frequent sports activity W1 and W2 equally" H0 = μranking of W1-W2 for non-frequent = μranking of W1-W2 for frequent
H1: $\mu 1 \neq \mu 2$

Test Statistics[a]

	Q37: Would you talk positively about your favorite sports brand?	Q36: Would you recommend your favorite sports brand to a friend?
Mann-Whitney U	7590.500	7855.000
Wilcoxon W	10516.500	10781.000
Z	-2.110	-1.679
Asymp. Sig. (2-tailed)	.035	.093

a. Grouping Variable: Sportsactivity Recoded sports activity

According to the results for W2 sig. > α = 0,05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. Meaning that the two levels of sports activity rate the recommendations of sports brands equally, this indicates no significant difference in the ranking order. This shows that sports activity level does not influence recommendation of sports brands.
W1 sig < 0.05 in the test statistics, the null-hypothesis will be rejected with a probability of 95 percent. Meaning that the two levels of sports activity rate "talking positive about sports brands" differently, this indicates a significant difference in the ranking order. This shows that sports activity level does not influence how often the respondents talk positive about their favorite sports brands. More active people are more likely to talk positive about their favorite sports brand.

Kruskal Wallis test – to text three or more distributions

Brand Page Participation & Age - Kruskal Wallis

The Kruskal Wallis test examines the equality of three or more distributions. The question is, if there are significant differences between the ranks of age regarding Active Brand Page Participation, defined as P1, P2 and P3. In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The six age groups rate P1, P2 and P3 equally → H0: μranking of P1,P2,P3 of age 1 = μranking of P1,P2,P3 of age 2 = μranking of P1,P2,P3 of age 3 ……

H1: $\mu i \neq \mu i$ for some pair (i,j) with $i \neq j$

Ranks

	Age Recoded age	N	Mean Rank
Q30: How often do you comment post on sports brand pages?	1 under 18	8	119.56
	2 18-24	41	75.56
	3 25-34	68	83.51
	4 35 - 44	28	94.93
	5 45 - 54	19	76.08
	6 55 or more	5	105.60
	Total	169	
Q31: How often do you like post on sports brand pages?	1 under 18	8	86.06
	2 18-24	41	95.46
	3 25-34	68	89.32
	4 35 - 44	28	83.80
	5 45 - 54	19	59.39
	6 55 or more	5	42.80
	Total	169	
Q32: How often do you share post on sports brand pages?	1 under 18	8	101.13
	2 18-24	41	80.34
	3 25-34	68	79.09
	4 35 - 44	28	93.07
	5 45 - 54	19	96.29
	6 55 or more	5	89.70
	Total	169	

Test Statistics[a,b]

	Q30: How often do you comment post on sports brand pages?	Q31: How often do you like post on sports brand pages?	Q32: How often do you share post on sports brand pages?
Chi-Square	8.870	11.803	4.286
df	5	5	5
Asymp. Sig.	.114	.038	.509

a. Kruskal Wallis Test

b. Grouping Variable: Age Recoded age

According to the results for P1and P3 sig. = 0.114 & 0.509> α = 0,05 in the test statistics, the null-hypothesis are therefore accepted with a probability of 95 percent. The six different age groups do rate P1 and P3 equally which indicates a significant similarity in the ranking order. We can therefore conclude that the age do not influence how often respondents comment or share posts. P2 sig = 0.038 < 0.05 meaning that we have to reject the null hypothesis and accept that age influences how often respondents like a post on sports brand pages. We can conclude there is evidence from the sample that the younger age group gives more "likes" on sports brand pages.

Brand Page Participation & Gender – Mann-Whitney

In order to analyze the equality of distributions of the variables Brand Page Participation and Gender, a Mann-Whitney Test was performed.

We can define the null-hypotheses as the following:

H0 = "Men and Women rate P1, P2 and P3 equally " H0 = μranking of P1-P3 for men = μranking of P1-P3 for women

H1: μ1 ≠ μ2

Test Statistics[a]

	Q30: How often do you comment post on sports brand pages?	Q31: How often do you like post on sports brand pages?	Q32: How often do you share post on sports brand pages?
Mann-Whitney U	3288.500	3182.500	3118.000
Wilcoxon W	6369.500	7368.500	6199.000
Z	-.852	-1.179	-1.398
Asymp. Sig. (2-tailed)	.394	.238	.162

a. Grouping Variable: Gender2 Recoded Gender 2

According to the results for P1, P2 and P3 sig. > α = 0,05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. Meaning that men and women rate the aspects of brand page participation equally this indicates no significant difference in the ranking order. This indicates that gender does not influence BPP.

<u>Brand Awareness & Age – Kruskal Wallis</u>

This test serves to examine, if there are there significant differences in the ranking of six age groups regarding average brand awareness (BA). In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The age groups; under 18, 18-24, 25-34, 35-44, 45-54 and 55 or older rate BA equally →H0: μranking of BA of under 18= μranking of BA of age 18-24 = μranking of BA of age 25-34 = μranking of BA of age 35-44 = μranking of BA of age 45-54 ? μranking of BA of age 55 or older

H1: μi ≠ μi for some pair (i,j) with i ≠ j

Test Statistics[a,b]

	Average_BA
Chi-Square	4.372
df	5
Asymp. Sig.	.497

a. Kruskal Wallis Test

b. Grouping Variable: Age Recoded age

According to the results for BA sig. = 0.497 > α = 0,05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. Meaning that the six age groups rate the aspects of brand awareness equally this indicates no significant difference in the ranking order. This indicates that age does not influence brand awareness.

<u>Brand Awareness & Gender – Mann-Whitney</u>

In order to analyze the equality of distributions of the variables Average Brand Awareness (BA) and Gender, a Mann-Whitney Test was performed.

We can define the null-hypotheses as the following:

H0 = "Men and Women rate BA equally " H0 = μranking of BA for men = μranking of BA for women

H1: $\mu 1 \neq \mu 2$

Test Statistics[a]

	Average_BA
Mann-Whitney U	11227.500
Wilcoxon W	21667.500
Z	-1.009
Asymp. Sig. (2-tailed)	.313

a. Grouping Variable: Gender2 Recoded Gender 2

According to the results for BA sig. = 0.313 > α = 0,05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. Meaning that men and women rate the aspects of brand awareness equally this indicates no significant difference in the ranking order. This indicates that gender does not influence brand awareness.

Brand Attitude & Age – Kruskal Wallis

This test serves to examine, if there are there significant differences in the ranking of six age groups regarding average brand attitude (BATT). In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The age groups; under 18, 18-24, 25-34, 35-44, 45-54 and 55 or older rate BATT equally

→H0: μranking of BATT of under 18= μranking of BATT of age 18-24 = μranking of BATT of age 25-34 = μranking of BATT of age 35-44 = μranking of BATT of age 45-54 = μranking of BATT of age 55 or older

H1: $\mu i \neq \mu i$ for some pair (i,j) with $i \neq j$

Test Statistics[a,b]

	Average_BATT
Chi-Square	9.241
df	5
Asymp. Sig.	.100

a. Kruskal Wallis Test

b. Grouping Variable: Age Recoded age

According to the results for BATT sig. = 0.100 > α = 0,05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. The six age groups rate BATT equally which indicates no significant difference in the ranking order.

Brand Attitude & Gender – Mann-Whitney

In order to analyze the equality of distributions of the variable Average Brand Attitude (BATT) and Gender, a Mann-Whitney Test was performed.

We can define the null-hypotheses as the following:

H0 = "Men and Women rate BATT equally " H0 = μranking of BATT for men = μranking of BATT for women

H1: $\mu 1 \neq \mu 2$

Test Statistics[a]

	Average_BATT
Mann-Whitney U	10083.000
Wilcoxon W	24111.000
Z	-2.457
Asymp. Sig. (2-tailed)	.014

a. Grouping Variable: Gender2 Recoded Gender 2

According to the results for BATT sig. = 0.014 < α = 0,05 in the test statistics, the null-hypothesis will be rejected with a probability of 95 percent. Men and women rate BATT differently which indicates a significant difference in the ranking order. Looking at the rank it is illustrated that women have a more positive brand attitude after interacting with a brand online.

<u>Word-of-mouth & Age – Kruskal Wallis</u>

This test serves to examine, if there are there significant differences in the ranking of six age groups regarding Average word-of-mouth (WOM). In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The age groups; under 18, 18-24, 25-34, 35-44, 45-54 and 55 or older rate WOM equally

→H0: μranking of WOM of under 18= μranking of WOM of age 18-24 = μranking of WOM of age 25-34 = μranking of WOM of age 35-44 = μranking of WOM of age 45-54 = μranking of WOM of age 55 or older

H1: μi ≠ μi for some pair (i,j) with i ≠ j

Test Statistics[a,b]

	Average_WOM
Chi-Square	4.112
df	5
Asymp. Sig.	.533

a. Kruskal Wallis Test

b. Grouping Variable: Age Recoded age

According to the results for WOM sig. = 0.533 > α = 0.05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. The six age groups rate WOM

equally which indicates no significant difference in the ranking order. It can be concluded that age have no significant influence on WOM.

Word-of-mouth & Gender – Mann-Whitney

In order to analyze the equality of distributions of the variable Average Word-of-mouth (WOM) and Gender, a Mann-Whitney Test was performed.

We can define the null-hypotheses as the following:

H0 = "Men and Women rate WOM equally" H0 = μranking of WOM for men = μranking of W1-W2 for women

H1: $\mu 1 \neq \mu 2$

Test Statistics[a]

	Average_WOM
Mann-Whitney U	10895.500
Wilcoxon W	24923.500
Z	-1.493
Asymp. Sig. (2-tailed)	.135

a. Grouping Variable: Gender2 Recoded Gender 2

According to the results for WOM sig. = 0.135 > α = 0.05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. Men and Women rate WOM equally which indicates no significant difference in the ranking order. It can be concluded that gender have no significant influence on WOM.

Why do you follow sports apparel brands (Q28) & Age – Kruskal Wallis

This test serves to examine, if there are there significant differences in the ranking of six age groups regarding why they follow sports apparel brands defined as S1, S2, S3, S4, S5, S6, S7 and S8. In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The age groups; under 18, 18-24, 25-34, 35-44, 45-54 and 55 or older rate S1-S8 equally →H0: μranking of S1-S8 of under 18= μranking of S1-S8 of age 18-24 = μranking of S1-S8 of age 25-34 = μranking of S1-S8 of age 35-44 = μranking of S1-S8 of age 45-54 = μranking of S1-S8 of age 55 or older

H1: $\mu i \neq \mu i$ for some pair (i,j) with $i \neq j$

Test Statistics[a,b]

	Q28a: To get promotion and discounts	Q28b: To get updates and product information	Q28c: To be able to easily contact the brand	Q28d: To receive entertaining content	Q28e: To be updated on sports events and athletes the brand sponsors	Q28f: To be able to give feedback	Q28g: To get inspired	Q28h: In order to state which brands I support
Chi-Square	17.997	11.085	10.932	4.755	2.538	16.759	7.011	10.411
df	5	5	5	5	5	5	5	5
Asymp. Sig.	.003	.050	.053	.447	.771	.005	.220	.064

a. Kruskal Wallis Test

b. Grouping Variable: Age Recoded age

According to the results for S2, S3, S4, S5, S7 and S8 sig. > α = 0.05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. The six different age groups rate S2, S3, S4, S5, S7 and S8 equally which indicates no significant difference in the ranking order. It can be concluded that age have no significant influence on these factors.

However, the results of S1 and S6 Sig < α = 0.05 in the test statistics, the null-hypothesis will be rejected with a probability of 95 percent. Which indicate that age makes a different within these two parameters. The ranking shows that the age group under 18 follows brands in order to get promotion and discounts and to be able to give feedback.

Why do you follow sports apparel brands (Q28) & Gender – Mann-Whitney

In order to analyze the equality of distributions of the variables "why do you follow sports apparel brands" and Gender, a Mann-Whitney Test was performed.

We can define the null-hypotheses as the following:

H0 = "Men and Women rate S1-S8 equally" H0 = μranking of W1 –W2 for men = μranking of S1-S8 for women

H1: $\mu 1 \neq \mu 2$

Test Statistics[a]

	Q28a: To get promotion and discounts	Q28b: To get updates and product information	Q28c: To be able to easily contact the brand	Q28d: To receive entertaining content	Q28e: To be updated on sports events and athletes the brand sponsors	Q28f: To be able to give feedback	Q28g: To get inspired	Q28h: In order to state which brands I support
Mann-Whitney U	11002.500	10756.500	10873.500	11066.500	11349.500	10894.500	9577.500	11277.000
Wilcoxon W	25030.500	24784.500	24901.500	21506.500	21789.500	24922.500	23605.500	25305.000
Z	-1.322	-1.632	-1.489	-1.233	-.866	-1.465	-3.153	-.966
Asymp. Sig. (2-tailed)	.186	.103	.137	.217	.386	.143	.002	.334

a. Grouping Variable: Gender2 Recoded Gender 2

According to the results for S1, S2, S3, S4, S5, S7 and S8 sig. > α = 0.05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. Men and women rate S1, S2, S3, S4, S5, S7 and S8 equally which indicates no significant difference in the ranking order. It can be concluded that gender no significant influence on these factors.

However, the results of S7 Sig < α = 0.05 in the test statistics, the null-hypothesis will be rejected with a probability of 95 percent, indicating that gender influences this question. The ranking shows that the women are more likely to follow sports apparel brands to get inspired.

Brand Page Participation & Time spend on every visit (Q14) – Kruskal Wallis

This test serves to examine, if there are there significant differences in the ranking of time spend on every visit on social media and Average Brand page participation (BPP). In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The time spend on social media; under 1 hour, 1-2 hours, and more than 2 hours rate BPP equally →H0: μranking of BPP of under 1 hour = μranking of BPP of 1-2 hours = μranking of BPP of more than 2 hours

H1: μi ≠ μi for some pair (i,j) with i ≠ j

Test Statistics[a,b]

	Average_BPP
Chi-Square	18.389
df	2
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: RecodedQ14 Recoded Q14

According to the results of BPP Sig. = 0.000 < α = 0.05 in the test statistics, the null-hypothesis will be rejected with a probability of 95 percent. Which indicate that there is a significant relationship between time spend on every visit and BPP. The ranking shows that the more time spend on every visit the more active BPP.

Brand Awareness & Time spend on every visit (Q14) – Kruskal Wallis

This test serves to examine, if there are there significant differences in the ranking of time spend on every visit on social media and Average Brand awareness (BA). In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The time spend on social media; under 1 hour, 1-2 hours, and more than 2 hours rate BA equally →H0: μranking of BA of under 1 hour = μranking of BA of 1-2 hours = μranking of BA of more than 2

H1: μi ≠ μi for some pair (i,j) with i ≠ j

Test Statistics[a,b]

	Average_BA
Chi-Square	3.475
df	2
Asymp. Sig.	.176

a. Kruskal Wallis Test

b. Grouping Variable: RecodedQ14 Recoded Q14

According to the results for BA sig.= 0.176 > α = 0.05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. Time spend on every visit on social media rate BA equally which indicates no significant difference in the ranking order. It can be concluded that time spend on every visit have no significant influence on brand awareness.

<u>Brand Attitude & Time spend on every visit (Q14) – Kruskal Wallis</u>

This test serves to examine, if there are there significant differences in the ranking of time spend on every visit on social media and Average Brand attitude (BATT). In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The time spend on social media; under 1 hour, 1-2 hours, and more than 2 hours rate BATT equally →H0: μranking of BATT of under 1 hour = μranking of BATT of 1-2 hours = μranking of BATT of more than 2

H1: μi ≠ μi for some pair (i,j) with i ≠ j

Test Statistics[a,b]

	Average_BATT
Chi-Square	10.509
df	2
Asymp. Sig.	.005

a. Kruskal Wallis Test

b. Grouping Variable: RecodedQ14 Recoded Q14

According to the results of BATT Sig. = 0.005 < α = 0.05 in the test statistics, the null-hypothesis will be rejected with a probability of 95 percent. Which indicate that time spend on every visit makes a different on Brand attitude. The ranking illustrate that the more time the respondents spend on every visit the more positive brand attitude.

<u>Word-of-Mouth & Time spend on every visit (Q14) – Kruskal Wallis</u>

This test serves to examine, if there are there significant differences in the ranking of time spend on every visit on social media regarding WOM defined as W1 and W2. As the result of the PCA was very close to 0.05 a Kruskal Wallis test was run for both variables of WOM. In order to perform the Kruskal Wallis test, the following null hypothesis is set:

H0: The time spend on social media; under 1 hour, 1-2 hours, and more than 2 hours rate W1-W2 equally →H0: μranking of W1-W2 of under 1 hour = μranking of W1-W2 of 1-2 hours = μranking of W1-W2 of more than 2

H1: μi ≠ μi for some pair (i,j) with i ≠ j

Test Statistics[a,b]

	Q37: Would you talk positively about your favorite sports brand?	Q36: Would you recommend your favorite sports brand to a friend?
Chi-Square	6.837	3.846
df	2	2
Asymp. Sig.	.033	.146

a. Kruskal Wallis Test

b. Grouping Variable: RecodedQ14 Recoded Q14

According to the results of W1 Sig < α = 0.05 in the test statistics, the null-hypothesis will be rejected with a probability of 95 percent. Which indicate that time spend on every visit makes a

different on W1. The ranking illustrate that people spending between 1 and 2 hours on every visit are more likely to talk positively about their favorite sports brand.

The result of W1 Sig > α = 0.05 in the test statistics, the null-hypothesis will be accepted with a probability of 95 percent. There is no significant relationship between W2 and time spend on every visit.

Chi-square test to the independence of two categorical variables

Gender and how often respondents follow sports apparel brands:

A Pearson Chi-Square test between the respondent's gender and how often they follow sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 8.8 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and how often they follow sports brands are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.387[a]	6	.381
Likelihood Ratio	6.468	6	.373
N of Valid Cases	311		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.80.

Analyzing the results, it is shown that "Sig = 0.381> 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the gender and how often they follow sports apparel brands. In other words how often the respondents follow sports appeal brands on social media is not related to gender. The low value of the test statistic (6.387) additionally indicates that there is no correlation.

Chi-Square → Gender and which platform catches your attention (Q18):

Facebook:

A Pearson Chi-Square test between the respondent's gender and Facebook as a platform to catch attention was performed to analyze if there is a significant correlation between the two variables. According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 56.49 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and Facebook as a platform to catch attention are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.124[a]	1	.725		
Continuity Correction[b]	.055	1	.814		
Likelihood Ratio	.124	1	.725		
Fisher's Exact Test				.729	.407
Linear-by-Linear Association	.123	1	.725		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 56.49.

b. Computed only for a 2x2 table

Analyzing the results, it is shown that "Sig = 0.725> 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the gender and Facebook as a platform to catch attention are independent. In other words, gender is not related to if the respondents use Facebook to get their attention caught by sports apparel brands. The low value of the test statistic (0.124) additionally indicates that there is no correlation.

Instagram:

A Pearson Chi-Square test between the respondent's gender and Instagram as a platform to catch attention was performed to analyze if there is a significant correlation between the two variables. According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 58.34 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and Instagram as a platform to catch attention are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.682[a]	1	.030		
Continuity Correction[b]	4.194	1	.041		
Likelihood Ratio	4.707	1	.030		
Fisher's Exact Test				.037	.020
Linear-by-Linear Association	4.667	1	.031		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 58.34.

b. Computed only for a 2x2 table

Analyzing the results, it is shown that "Sig = 0.03< 0.05", which indicates that H0 will be rejected. We can conclude that there is a significant relationship between gender and Instagram as a platform to catch attention. In other words, women are more likely to get their attention caught via Instagram than Men.

Chi-Square → Gender and best platform to Interact (Q19):

Facebook:

A Pearson Chi-Square test between the respondent's gender and Facebook as a platform to interact with sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 46.77 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and Facebook as the best platform to interact are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.616[a]	1	.204		
Continuity Correction[b]	1.322	1	.250		
Likelihood Ratio	1.614	1	.204		
Fisher's Exact Test				.225	.125
Linear-by-Linear Association	1.611	1	.204		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 46.77.

b. Computed only for a 2x2 table

Analyzing the results, it is shown that "Sig = 0.204 > 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the gender and Facebook as the best platform to interact. The low value of the test statistic (1.616) additionally indicates that there is no correlation.

Instagram:

A Pearson Chi-Square test between the respondent's gender and Instagram as the best platform to interact with sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 46.77 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and Instagram as the best platform to interact are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.409[a]	1	.036		
Continuity Correction[b]	3.944	1	.047		
Likelihood Ratio	4.419	1	.036		
Fisher's Exact Test				.041	.023
Linear-by-Linear Association	4.394	1	.036		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 71.77.

b. Computed only for a 2x2 table

Analyzing the results, it is shown that "Sig = 0.036< 0.05", which indicates that H0 will be rejected. We can conclude that there is a significant relationship between gender and Instagram as the best platform to interact. The rank illustrate that women are more likely to interact via Instagram than men.

Chi-Square → Gender and the best platform for most valuable information (Q20):

Facebook:

A Pearson Chi-Square test between the respondent's gender and Facebook as a platform to get most valuable information on sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 46.3 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and Facebook as the best platform to get most valuable information are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.431[a]	1	.511		
Continuity Correction[b]	.286	1	.593		
Likelihood Ratio	.431	1	.512		
Fisher's Exact Test				.544	.296
Linear-by-Linear Association	.430	1	.512		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 46.30.

b. Computed only for a 2x2 table

Analyzing the results, it is shown that "Sig = 0.511 > 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the gender and Facebook as the best platform to get valuable information. The low value of the test statistic (0.431) additionally indicates that there is no correlation.

Instagram:

A Pearson Chi-Square test between the respondent's gender and Instagram as a platform to get most valuable information on sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 50.47 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and Instagram as the best platform to get most valuable information are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.166[a]	1	.280		
Continuity Correction[b]	.923	1	.337		
Likelihood Ratio	1.165	1	.280		
Fisher's Exact Test				.286	.168
Linear-by-Linear Association	1.162	1	.281		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 50.47.

b. Computed only for a 2x2 table

Analyzing the results, it is shown that "Sig = 0.280 > 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the gender and Instagram as the best platform to get valuable information. The low value of the test statistic (1.166) additionally indicates that there is no correlation.

Chi-Square → Gender and the most trusted platform (Q21):

Facebook:

A Pearson Chi-Square test between the respondent's gender and Facebook as the most trusted platform was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 56.03 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and Facebook as the most trusted platform are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.057[a]	1	.811		
Continuity Correction[b]	.015	1	.902		
Likelihood Ratio	.057	1	.811		
Fisher's Exact Test				.817	.451
Linear-by-Linear Association	.057	1	.811		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 56.03.

b. Computed only for a 2x2 table

Analyzing the results, it is shown that "Sig = 0.811 > 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the gender and Facebook as the most trusted platform. The low value of the test statistic (0.057) additionally indicates that there is no correlation.

Instagram:

A Pearson Chi-Square test between the respondent's gender and Instagram as the most trusted platform was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 0% → OK!

b) No expected count should be < 1: 64.36 % → OK!

We can define our hypotheses as the following:

H0: "The variables gender and Instagram as the most trusted platform are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.097[a]	1	.756		
Continuity Correction[b]	.039	1	.844		
Likelihood Ratio	.097	1	.756		
Fisher's Exact Test				.819	.422
Linear-by-Linear Association	.096	1	.756		
N of Valid Cases	311				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 64.36.

b. Computed only for a 2x2 table

Analyzing the results, it is shown that "Sig = 0.756 > 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the gender and Instagram as the most trusted platform. The low value of the test statistic (0.097) additionally indicates that there is no correlation.

Chi-Square → Age and which platform catches your attention (Q18):

Facebook:

A Pearson Chi-Square test between the respondent's Age and Facebook as a platform to catch attention was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 16.7% → OK!

b) No expected count should be < 1: 3.53 % → OK!

We can define our hypotheses as the following:

H0: "The variables age and Facebook as a platform to catch attention are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

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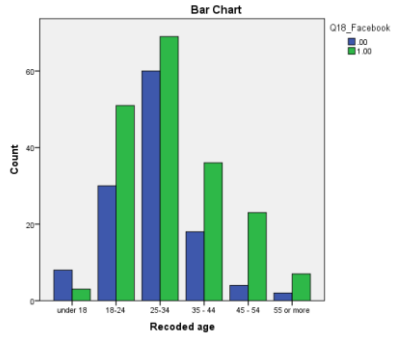
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.841[a]	5	.005
Likelihood Ratio	17.782	5	.003
Linear-by-Linear Association	8.083	1	.004
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 3.53.



Analyzing the results, it is shown that "Sig = 0.005< 0.05", which indicates that H0 will be rejected. We can conclude that there is a significant relationship between at least one of the age groups and Facebook as a platform to catch attention. The bar chart shows us that the independent age group is "under 18", this age group´s attention is less likely to be caugt by Facebook than the other 5 age groups.

<u>Instagram:</u>

A Pearson Chi-Square test between the respondent's Age and Instagram as a platform to catch attention was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 16.7% → OK!

b) No expected count should be < 1: 3.65 % → OK!

We can define our hypotheses as the following:

H0: "The variables age and Instagram as a platform to catch attention are independent."

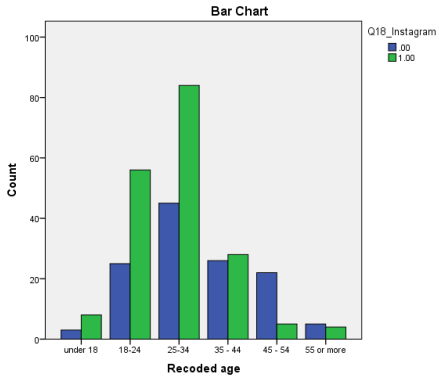
H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.580[a]	5	.000
Likelihood Ratio	26.987	5	.000
Linear-by-Linear Association	19.096	1	.000
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 3.65.



Analyzing the results, it is shown that "Sig = 0.000< 0.05", which indicates that H0 will be rejected. We can conclude that there is a significant relationship between at least one of the age groups and Instagram as a platform to catch attention. The bar chart shows us that the independent age groups are "45-54" and "55 or more", these two age group´s attention is less likely to be caught by Instagram than the other 4 age groups.

Chi-Square → Age and best platform to Interact (Q19):

Facebook:

A Pearson Chi-Square test between the respondent's age and Facebook as a platform to interact with sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 16.7 % → OK!

b) No expected count should be < 1: 2.92 % → OK!

We can define our hypotheses as the following:

H0: "The variables age and Facebook as the best platform to interact are independent."

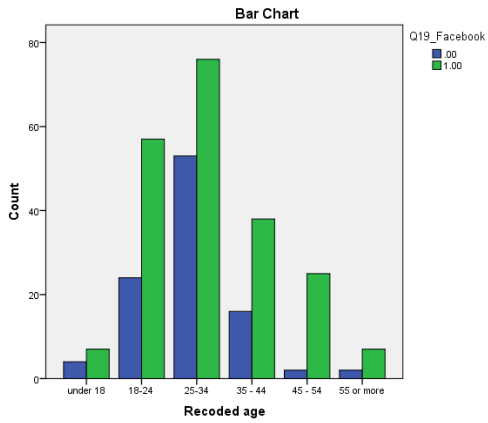
H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.104[a]	5	.022
Likelihood Ratio	15.111	5	.010
Linear-by-Linear Association	3.349	1	.067
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 2.92.



Analyzing the results, it is shown that "Sig = 0.022< 0.05", which indicates that H0 will be rejected. We can conclude that there is a significant relationship between at least one of the age groups and Facebook as a platform to interact.

Instagram:

A Pearson Chi-Square test between the respondent's age and Instagram as a platform to interact with sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 16.7 % → OK!

b) No expected count should be < 1: 4.49 % → OK!

We can define our hypotheses as the following:

H0: "The variables age and Instagram as the best platform to interact are independent."

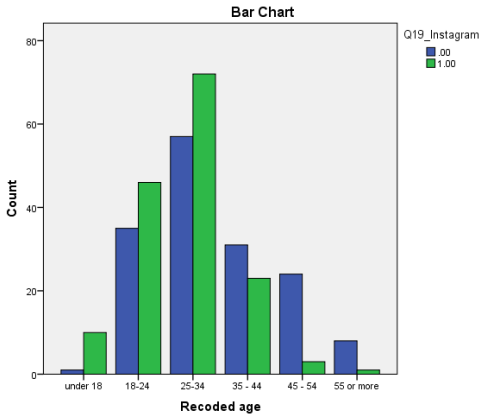
H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.562[a]	5	.000
Likelihood Ratio	37.771	5	.000
Linear-by-Linear Association	27.275	1	.000
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 4.49.



Analyzing the results, it is shown that "Sig = 0.000< 0.05", which indicates that H0 will be rejected. We can conclude that there is a significant relationship between at least one of the age groups and Instagram as a platform to interact. The bar chart shows us that respondents above the age of 35 are less likely to interact with sports apparel brands via Instagram than respondents below the age of 35.

<u>Chi-Square → Age and the best platform for most valuable information (Q20):</u>

<u>Facebook:</u>

A Pearson Chi-Square test between the respondent's age and Facebook as a platform to get most valuable information on sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 16.7 % → OK!

b) No expected count should be < 1: 2.89 % → OK!

We can define our hypotheses as the following:

H0: "The variables age and Facebook as the best platform to get most valuable information are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.200[a]	5	.521
Likelihood Ratio	4.358	5	.499
Linear-by-Linear Association	.861	1	.353
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 2.89.

Analyzing the results, it is shown that "Sig = 0.521 > 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the age and Facebook as the best platform to get valuable information.

Instagram:

A Pearson Chi-Square test between the respondent's age and Instagram as a platform to get most valuable information on sports apparel brands was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 16.7 % → OK!

b) No expected count should be < 1: 3.15 % → OK!

We can define our hypotheses as the following:

H0: "The variables age and Instagram as the best platform to get most valuable information are independent."

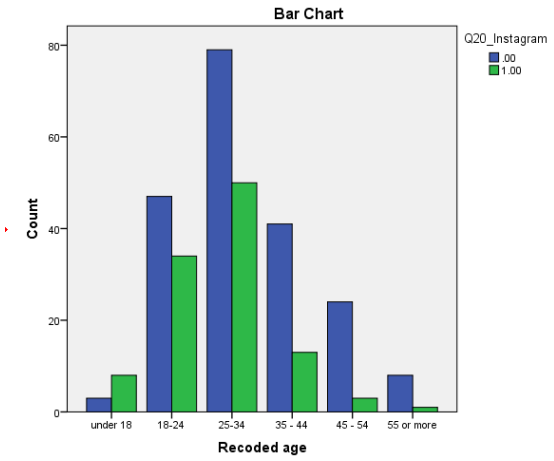
H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.266[a]	5	.001
Likelihood Ratio	22.831	5	.000
Linear-by-Linear Association	18.463	1	.000
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 3.15.



Analyzing the results, it is shown that "Sig = 0.001< 0.05", which indicates that H0 will be rejected. We can conclude that there is a significant relationship between at least one of the age groups and Instagram as the best platform to get valuable information. The bar chart shows us that respondents under 18 are more likely to get valuable information via Instagram than the five other age groups.

<u>Chi-Square → Age and the most trusted platform (Q21):</u>

<u>Facebook:</u>

A Pearson Chi-Square test between the respondent's age and Facebook as the most trusted platform was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 16.7 % → OK!

b) No expected count should be < 1: 3.5 % → OK!

We can define our hypotheses as the following:

H0: "The variables age and Facebook as the most trusted platform are independent."

H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.133[a]	5	.104
Likelihood Ratio	9.186	5	.102
Linear-by-Linear Association	.342	1	.559
N of Valid Cases	311		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 3.50.

Analyzing the results, it is shown that "Sig = 0.104 > 0.05", which indicates that H0 will be accepted. We can conclude that there is no significant relationship between the age and Facebook as the most trusted platform.

Instagram:

A Pearson Chi-Square test between the respondent's age and Instagram as the most trusted platform was performed to analyze if there is a significant correlation between the two variables.

According to the Chi Square test, two conditions must be fulfilled:

a) A maximum of 20% of the cells can have expected counts < 5: 25 % → NOT OK!

b) No expected count should be < 1: 4.02 % → OK!

We can define our hypotheses as the following:

H0: "The variables age and Instagram as the most trusted platform are independent."

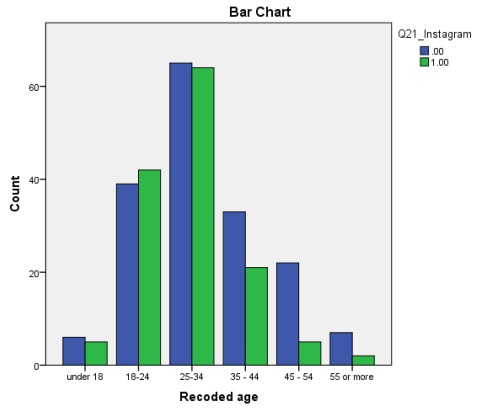
H1: "The two variables are related"

The hypothesis test is performed in SPSS:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.003[a]	5	.023
Likelihood Ratio	13.888	5	.016
Linear-by-Linear Association	9.494	1	.002
N of Valid Cases	311		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is 4.02.



Analyzing the results, it is shown that "Sig = 0.023< 0.05", which indicates that H0 will be rejected. We can conclude that there is a significant relationship between at least one of the age

groups and Instagram the most trusted platform. The bar chart shows us that respondents above the age of 35 are less likely to trust Instagram than respondents below the age of 35.

ONE-WAY ANOVA TEST – TO ANALYSE THE VARIANCE OF SIGNIFICANT RELATIONSHIPS

Sports activity and average BA (Significant relationship):

One-way ANOVA:

Test of Homogeneity of Variances

Average_BA Average_BA

Levene Statistic	df1	df2	Sig.
2.429	1	309	.120

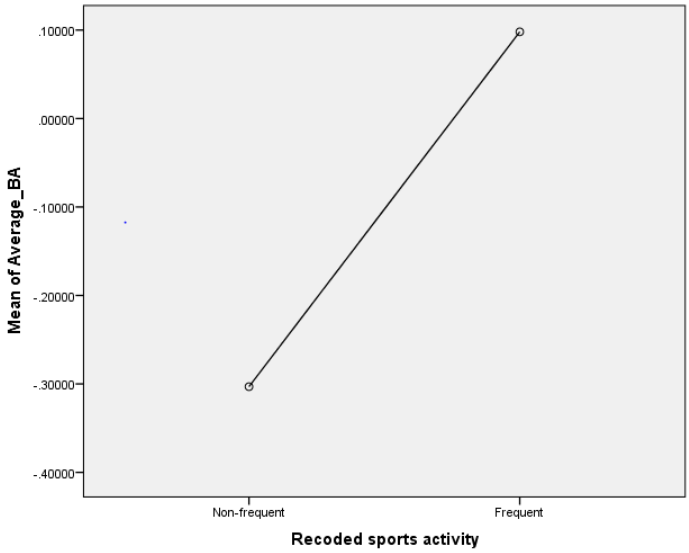
(Sig=0. > =0,05) → Do not reject H0, that is, do not reject the hypotheses that these three samples come from populations with equal variance of the variable number of visits per month -- the assumption of equality of variances is fullfilled.

ANOVA

Average_BA Average_BA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.239	1	9.239	9.492	.002
Within Groups	300.761	309	.973		
Total	310.000	310			

Sig = 0.002 < 0.05 → Reject H0, that is, the mean number of BA is not the same for the two groups of sports activity.



The mean plat showed above helps us understand that the respondents who are frequent active in sports activity have more brand awareness.

Appendix 9 – Overview of all hypotheses tested

Sports activity

Test	Hypothesis	Result
Man-Whitney	H0: non-frequent and frequent sports activity rate BPP equally	No significant relationship for share and comment
Man-Whitney	H0 = non-frequent and frequent sports activity rate BA equally	Significant relationship → more sport = more awareness
Man-Whitney	H0 = non-frequent and frequent sports activity attitude equally	No significant relationship
Man-Whitney	H0 = non-frequent and frequent sports activity WOM equally	No significant relationship

(See full analysis in appendix 8)

Age:

Test	Hypothesis	Result
Kruskal Wallis	H0: The six age groups rate BPP equally	No significant relationship for share and comment Significant for Like
Kruskal Wallis	H0: The age six groups rate brand awareness equally	No significant relationship
Kruskal Wallis	H0: The age six groups rate brand attitude equally	No significant relationship
Kruskal Wallis	H0: The age six groups rate WOM equally	No significant relationship
Kruskal Wallis	H0: The age six groups rate S1-S8 equally (Q28)	No significant relationship for S2, S3, S4, S5, S7 and S8 Significant relationship for S1 and S6
Chi-square	H0: The age groups rate Facebook equally regarding attention (Q18)	Significant relationship (under 18 less Facebook)
Chi-square	H0: The age groups rate Instagram equally regarding attention (Q18)	Significant relationship
Chi-square	H0: The age groups rate Facebook equally regarding interaction (Q19)	Significant relationship
Chi-square	H0: The age groups rate Instagram equally regarding interaction (Q19)	Significant relationship (Under 35 more Instagram)
Chi-square	H0: The age groups rate Facebook equally regarding information (Q20)	No significant relationship
Chi-square	H0: The age groups rate Instagram equally regarding information (Q20)	Significant relationship (under 18 more Instagram)

Chi-square	H0: The age groups rate Facebook equally regarding trust (Q21)	No significant relationship
Chi-square	H0: The age groups rate Instagram equally regarding trust (Q21)	Significant relationship (over 35 less Instagram)

(See full analysis in appendix 8)

Gender:

Test	Hypothesis	Result
Man-Whitney	H0: Men and women rate BPP equally	No significant relationship
Man-Whitney	H0: Men and women rate brand awareness equally	No significant relationship
Man-Whitney	H0: Men and women rate brand attitude equally	Significant relationship
Man-Whitney	H0: Men and women rate WOM equally	No significant relationship
Man-Whitney	H0: Men and women rate S1-S8 equally (Q28)	No significant relationship
Chi-square	H0: Men and women rate Facebook equally regarding attention (Q18)	No significant relationship
Chi-square	H0: Men and women rate Instagram equally regarding attention (Q18)	Significant relationship (Women more attention on Instagram)
Chi-square	H0: Men and women rate Facebook equally regarding interaction (Q19)	No significant relationship
Chi-square	H0: Men and women rate Instagram equally regarding interaction (Q19)	Significant relationship (Women more interaction on Instagram)
Chi-square	H0: Men and women rate Facebook equally regarding information (Q20)	No significant relationship
Chi-square	H0: Men and women rate Instagram equally regarding information (Q20)	No significant relationship
Chi-square	H0: Men and women rate Facebook equally regarding trust (Q21)	No significant relationship
Chi-square	H0: Men and women rate Instagram equally regarding trust (Q21)	No significant relationship

(See full analysis in appendix 8)

Time spend on every visit:

Test	Hypothesis	Result
Kruskal Wallis	H0: The time spend on every visit on social media rate BPP equally	Significant relationship (more time = more BPP)
Kruskal Wallis	H0: The time spend on every visit on social media rate brand awareness equally	No significant relationship
Kruskal Wallis	H0: The time spend on every visit on social media rate brand attitude equally	Significant relationship (more time = more positive attitude)
Kruskal Wallis	H0: The time spend on every visit on social media rate WOM equally	Significant relationship for W1 (1-2 hour = more positive) No significant relationship for W2

(See full analysis in appendix 8)