

Digital Campaigns for Social Change:  
How to Best Tell the Social Good Story of Your Brand

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## **ABSTRACT**

Over the last decades, storytelling methods have become increasingly popular to be used as a marketing tool. And therefore, many companies are starting to realise that good storytelling elements are central to strategic management tools (Denning, 2006). Another development in marketing strategies is integrating the widespread concerns about social issues and the environment (Peattie, 2001). Surprisingly, most research on the field tends to be conceptually driven (see Barnes, 2003; Dowling, 2006; Driscoll & McKee, 2007; Larsen, 2000). Therefore, there is not much empirical research analysing corporate stories and what they consist of within brand communities. Moreover, this is especially not the case for NGO's, non-profit organisations, and social enterprises (Spear & Roper, 2013). This study aims to start filling this gap by combining storytelling theory and practice to test the effectiveness of storytelling elements in digital marketing campaigns of non-profit organisations for social change (Spear & Roper, 2013). Moreover, despite increasing specialization in the field, most organisations still need help in learning effective ways to make use of storytelling techniques (Denning, 2006). The present study, therefore, also helps enable organisations to fully benefit from using storytelling techniques relating to the social good in their marketing campaigns. By taking the case study of Tunga, more insights will be gained in understanding how the social good story of an organisation can be used most effectively to build a successful marketing campaign and eventually a successful corporate brand.

More specifically, this study will focus on two aspects of an online marketing campaign, namely storytelling in blogs and in online advertising. Moreover, through a quantitative automated experiment that tests nine different stories and nine advertisements on the social media platforms Facebook, Twitter, and LinkedIn, it was concluded that the most effective storytelling strategies in telling the social good story of Tunga are focusing the messages on the identity and reason to believe of Tunga. Moreover, it is likely that this will be the most effective and efficient on Twitter. These insights can be the starting point of building a successful online marketing campaign on multiple channels. However, it is also important to keep in mind that it requires a tremendous amount of planning, effort and refinement before brands start to see the results of a successful online marketing campaign (Johansson, 2016).

**KEYWORDS:** *Storytelling, Sustainable Marketing, Non-profit Organisations, Social Enterprise, Branding*

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# **1. Introduction and Research Question**

## **1.1. Introducing the Topic**

Over the last decades, storytelling methods have become increasingly popular to be used as a marketing tool. And therefore, many companies are starting to realise that good storytelling elements are central to strategic management tools (Denning, 2006). Another development in marketing strategies is integrating the widespread concerns about social issues and the environment (Peattie, 2001). By taking the case study of Tunga, the study at hand considers how ‘social good’ aspects can be incorporated in online marketing campaigns and explores the most effective ways to do that.

In chapter one, the concept of storytelling and specifically storytelling through the ‘social good’ will be discussed. Moreover, the case study of Tunga will be introduced, and the research question is posed. Subsequently, chapter two will provide a review of the literature and existing research related to sustainable marketing, storytelling methods in marketing, and gives insights into through which channels a product can be marketed. In chapter three, the methods used in this study will be described. Furthermore, it will provide a detailed description of how the research will be conducted. Chapter four of this proposal is the results section, and chapter five will provide a discussion and conclusion about the results of this study.

## **1.2. The Value of Storytelling**

“Wow!”, “I’m going to tell all my friends about this”, “Let’s do it!” , and “I didn’t know that about him!” are just some examples of what phrases stories can inspire. These sentences also suggest that there are many kinds of stories that trigger different responses. However, what elements make a text a story and what does it mean to tell one? Even now, and although there is also a whole scientific field that focuses on narrative theory, there is no generally accepted terminology of the concept ‘story’ (Machill, Köhler, & Waldhauser, 2007). Nonetheless, in this field of study a three-level division of narratives is most common. For instance, narrative theorist Bal (1985, pp. 7-9 in Woodside, 2010, p. 534) proposes a divide between the fabula, the story, and the text: “The fabula is a series of chronologically related events, caused or experienced by actors. The story is the way the fabula is looked at, and consists of certain “aspects” or “traits”. And finally, there is the text, by which one uses language signs to relate a story, which is produced by an agent who relates to the story”. This definition was mainly developed to analyse works of literature. However, nowadays, there are many different forms of stories, such as blogs or news articles for example, which require another definition. Therefore, Hickethier (2003 in Machill, Köhler, & Waldhauser, 2007, p. 191) defined journalistic stories as follows: “They have a beginning and an end, possess main points and a climax which round off the story and provide it with its shape. From this basis, causalities, contextualization, explanations

and interpretations are offered which are intended to make the, otherwise only diffuse events, comprehensible and narratable”.

Although the concept of ‘story’ or ‘narrative’ and what it entails is extensively examined, there are also many studies conducted about the effects of stories and storytelling in particular. For example, McCabe & Foster (2006, p. 194) argue that “storytelling has profound effects on the way in which people interact with others in the society”. Additionally, people may use the self-constructed narratives that are stored in their memory as a basis for judgments of other people, objects, or events (Schank & Abelson, 1995). Thus, it seems that narratives enable people to interpret the world around them in order to create meaning and to encourage imagination (Escalas, 2004b; Gretzel, 2006). It is even claimed that stories are the foundation of human identity (Holstein & Gubrium, 1999); human “selves” and that, consequently, lives are “storied” (Connelly & Clandinin, 1990; Eakin, 1999; Andrews, 2000). These studies suggest that stories are more than only texts, as the definition by Bal (1985 in Woodside, 2010) might have suggested. Narratives can be communicated through many kinds of media, and can also be a combination of text, pictures, videos, and/or music for example.

Research also suggests that communicating stories through different forms of media has the power to manipulate mass audiences and can move them to action (Boje, 1999; Adaval and Wyers, 1998; McKee, 2003; Wells, 1988). Moreover, these claims might explain why Papadatos (2006) states that the best and strongest brands in the world are called “storytelling” brands. Therefore, a relatively recent area of academic interest within corporate branding and reputation examines if and how the corporate story can influence the impressions that audiences have of organisations and how they help to build the corporate brand (Janssen et al., 2012; Spear and Roper, 2013). Storytelling in marketing is defined by Fog, Budts, and Yakaboylu (2005) as messages that lead to a positive reflection of a brand. However, it is proposed that it can also be a very useful tool for leaders to engage with their employees (Driskoll & McKee, 2007). Furthermore, a good corporate story can communicate values to employees that will teach them about the corporate culture and help them to appreciate their role in an organisation (de Chernatony et al., 2006; Mossberg, 2008; Smith and Keyton, 2001; Marzec, 2007).

Unfortunately, there is not one particular story or one way to achieve all this, and most companies need help in order to fully benefit from storytelling (Denning, 2006). Spear and Roper (2013) emphasise many organisations miss opportunities because they mainly focus on their accomplishments. As mentioned before, there is no single right way to tell a story (Denning, 2006), and “it demands vivid insight and storytelling skills to present an idea that packs enough power to be memorable” (Woodside, 2010, p. 535). However, “If you can harness imagination and the principles of a well-told story, then people will start applauding and remember your message, instead of letting it sink away in the mass of many other stories they hear every day (McKee, 2003, p.52), and that can be very valuable for your brand.

### **1.3. Storytelling for the Social Good**

As can be inferred from the text above, narratives and stories are a fundamental part of how people make sense of the world around them and of their own identities (Hall, 1996; Holstein & Gubrium, 1999). Therefore, Lambert (2013) argues that it is natural that storytelling can influence social and behavioural change, because our social and intellectual life consists out of stories. Moreover, stories are deeply ingrained in both Western and non-Western cultures and countries (Slater, 2002). These universal qualities and possibilities for social change might be the reason why there has been a significant increase in the use of storytelling methods by non-profit organisations and social movements (Bell, 2010; Davis, 2002). For instance, storytelling is often used as a resource for or to put the focus in a campaign on community development, empowerment, health, human rights- and services, social justice, and education (Lambert, 2013).

Because of the increasing use of storytelling for the social good in practice, corporate branding in non-profit organisations now also seems to be an emerging academic field (Fetscherin & Usunier, 2012). For example, Merchant, Ford & Sargeant (2010) argue that sharing the activities of non-profit organisations and showing how it helps its beneficiaries and stakeholders in a story format helps the organisation to distinguish itself and stand out. For example, a seemingly popular way of using storytelling for the social good is digital storytelling (Lambert, 2013; Rossiter & Garcia, 2010). Digital storytelling is defined as “Short, personal multimedia tales told from the heart” and they are often used to build communities (Meadows, 2003 in Rossiter & Garcia, 2010, p. 37; Lambert, 2013). Moreover, several scholars and grassroots organisations argue that digital storytelling is a powerful tool whereby under empowered communities and groups can let their voices be heard (Lambert, 2013). The term ‘Web 2.0 storytelling’ is also sometimes used as a synonym for digital storytelling. However, some distinctions can be made, such as the higher probability that Web 2.0 storytelling produces a network of connections through, for example, social media and blogging which surpasses the traditional and more singular flow of digital storytelling (Rossiter & Garcia, 2010). Therefore, these platforms can play an important role in addressing the issue of promoting social change through digital campaigns. However, it is important to keep in mind that storytelling is merely a tool that can achieve social change, and not an end itself (Denning, 2006).

### **1.4. The Case of Tunga**

In the study at hand, storytelling in digital campaigns for social change will be researched through the case study of Tunga. Tunga is a Dutch start-up that connects skilled African software developers to international projects on-demand. It is often difficult for companies to find good software developers that have the coding skills that are needed at a specific moment. In fact, according to the European Commission “Europe could face a shortage of up to 900,000 skilled ICT workers by 2020” (Ansip, 2015). That is the reason why the experts from the Tunga community link them directly to a

company's workflow. This is possible because, unlike other freelance marketplaces, Tunga is built as a social network. Therefore, it offers a social approach to business contracts, and creates quality warranty and flexible access to coding capacity that has never been seen before. This method is time-saving for companies, but also minimizes their risks because Tunga is a vetted community with coders that have proven and tested skills. Tunga thus fixes a business problem, that of the scarcity of software developers in the Western world, but also provides job opportunities for African youths. This is also a pressing problem as youth unemployment in African countries is three times the continent's overall average (United Nations, 2015), which leads to talented people moving to more developed economies to find meaningful work (Swaniker, 2013).

For companies, Tunga consists out of three main steps. Firstly, they have to make a profile and acquire followers. On the profile, there is information about the software needs of the company. Companies can then start inviting coders to become part of their network. In return, coders do the same and offer their expert knowledge. Secondly, companies can create a paid software task at any time. Coders in the network will automatically receive a notification and can respond if the task is within their expertise. Thirdly, once coders are appointed to the task, they can start working and/or collaborating. This all happens in the company's normal workflow tool, and the coders will get paid once the task is completed. Ultimately, this leads to achieving Tunga's mission. Which is to create meaningful and well-paid work for talented and ambitious youths throughout Africa, in a fair and transparent way.

The target group that Tunga focuses on start-ups, small businesses, and entrepreneurs. The reason for this is because start-ups and small businesses, often have many software tasks and websites that need to be continuously updated. However, many of these companies do not have the resources to hire a full time person. Also, if they do have a software developer in their team, he or she is often overwhelmed with work. That's when Tunga can be an outcome, in taking software tasks out of their hands, when the work pressure becomes too high for example. Furthermore, entrepreneurs are targeted because they often look for ways to innovate their businesses, and Tunga wants to be on the top of their mind when they find themselves in the situation that software tasks need to be done right away, but there are no high quality developers available on-demand.

Moreover, also people with a special interest on social innovation, social impact, and social entrepreneurship are targeted. This is why many people are also interested in Tunga because of the social good aspect. Professionals in these fields also often have software tasks relating to websites or applications for example. Hence, if Tunga is on the top of their minds, and they need software developers at some point, they will more likely choose for Tunga. Furthermore, these people will also be likely to find Tunga a great idea, and are expected to spread the word about Tunga the fastest.

Tunga is an initiative of social innovation studio Butterfly Works and is supported by many others. Butterfly Works sets up communication and education projects in emerging economies through applying the best tools and methods from the creative sector to social issues worldwide. One important



way through which they accomplish this is by connecting people from different backgrounds and perspectives with each other, while taking opportunities in the fields of ICT, education, and design. Directly related to Tunga, are the Bit Schools they set up. The dynamic and fast growing ICT sector in many emerging economies offers great job opportunities, especially for young people who grow up in the digital age. To encourage youth employment, the Bits schools train ambitious youth from underprivileged backgrounds in a wide range of disciplines; from programming to visual design, brand development, photography and video making. Moreover, a strong entrepreneurship and life skills component prepare the students for the world of (self-) employment. Tunga works together with the Bit Schools, and in that way has access to the most talented alumni of this international education programme.

### **1.5. Relevance and Research question**

Over the last decades, storytelling methods have gained ample attention among scholars in the marketing field. Moreover, integrating the widespread concerns about social issues and the environment into marketing strategies can be traced back by about forty years (Peattie, 2001). These social and environmental issues are growing more and more, partly also by marketing because it helps to create unsustainable levels of consumption and demand. However, there are also many cases where marketing efforts were successfully applied to help raise awareness of pressing issues and accomplish social change (Peattie, 2001).

Surprisingly, most research on the field tends to be conceptually driven (see Barnes, 2003; Dowling, 2006; Driscoll & McKee, 2007; Larsen, 2000). Therefore, there is not much empirical research analysing corporate stories and what they consist of within brand communities. Moreover, this is especially not the case for NGO's, non-profit organisations, and social enterprises (Spear & Roper, 2013). This study aims to start filling this gap by combining storytelling theory and practice to test the effectiveness of storytelling elements in digital marketing campaigns of non-profit organisations for social change (Spear & Roper, 2013). Moreover, despite increasing specialization in the field, most organisations still need help in learning effective ways to make use of storytelling techniques (Denning, 2006). The present study, therefore, does not only attempt to contribute to the academic literature, but also helps enable organisations to fully benefit from using storytelling techniques relating to the social good in their marketing campaigns.

By taking the case study of Tunga, more insights will be gained in understanding how the social good story of an organisation can be used most effectively to build a successful marketing campaign and eventually a successful corporate brand. The research question addressed in this study is as follows:

**RQ:** *Which storytelling strategies are most effective in telling the social good story of Tunga and creating a successful online marketing campaign?*

This study will focus on two aspects of an online marketing campaign, namely storytelling in blogs and in online advertising. More specifically, through a quantitative automated experiment that tests nine different stories and nine advertisements on the social media platforms Facebook, Twitter, and LinkedIn, it is expected to eventually conclude what the most effective storytelling strategies are for Tunga. The blogs are all about Tunga directly, or are related to Tunga's field of business, beliefs, or vision, and are told from a personal point of view. Furthermore, the blogs will include experiences and opinions from African coders, Tunga clients, the author of this study, Founder of Tunga Ernesto, and also the results of several studies and surveys will be used to create stories. In the end, the results of the blogs and the social media advertisements will be analysed and the research question will be answered through both inferential and descriptive statistics.

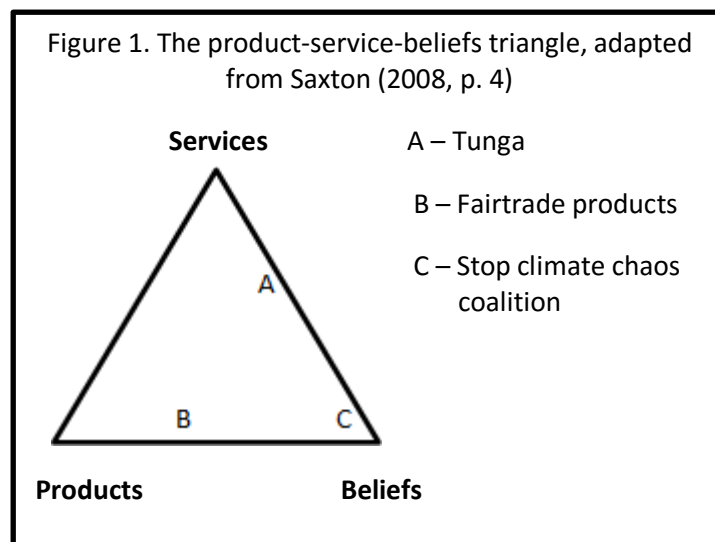
## 2. Theory and Previous Research

### 2.1 Sustainability Marketing

Sustainability marketing did not come out of nowhere, but developed through three main stages (Peattie, 2001). It started in the 1970's, when a trend of ecological marketing appeared that focused on contributing to the solutions of environmental problems, such as air pollution (Henion and Kinnear, 1976). Subsequently, in the 80's the focus was still on environmental problems, but focused on targeting the 'green consumer', that could potentially give companies a competitive advantage (Elkington and Hailes, 1988). The third and current age of sustainability marketing aims at creating a sustainable economy and development (Peattie, 2001). In other words, it "meets the needs of the present without compromising the ability of future generations to meet their own needs" (UNWCED 1987, p. 8). Therefore, sustainability marketing may be viewed as the degree to which the economical, ecological, and social system that companies depend on can support the way companies do business (Hunt, 2011). Sustainability marketing has increasingly become known as a 'raison d'être' of many companies. However, it needs to be taken into account that these economic, ecological, and societal developments can pose challenges for the marketing strategy of a company (Peattie, 2001). For example, it is very hard to create successful sustainable policies with a social goal that are relevant for customers as well as for helping businesses differentiate themselves from their competitors. For example, companies like Disney, Walmart, and Target in the United States all had trouble implementing sustainable policies (Ward, 2014).

Moreover, because sustainability marketing is not the same in every aspect as purely commercial marketing, the question whether the same rules should apply to it, should be posited. Sustainability marketing is maybe more closely related to the marketing and branding of charities. In sustainability marketing, there is of course also the aim to make a profit. However, Saxton (2008) states that non-profit organisations need a more coherent and individual model. The author gives several reasons for this, wherefrom, two can also be applied to why sustainability marketing or marketing for social enterprises like Tunga, should not follow the commercial model. Firstly, he points out that the biggest difference is that non-profit organisations have the desire to change the world with their 'product'. This is also the case at Tunga. Tunga is determined to create meaningful and well-paid work for African youths, and this is the main goal and the core identity of the organisation, not making a profit. Saxton (2008), therefore, states that the 'personalities' of these kinds of brands are potentially far deeper than purely commercial brands. Moreover, he points out commercial brands often have really big marketing budgets and even then many products fail each year. Non-profit organisations cannot simply afford this approach. This also applies to Tunga, as they are a start-up and are dependent on funding. So therefore, non-profit organisations, and also social enterprises that just started should not copy the commercial sector too much. However, they still have to see the importance and opportunities that developing their brand can bring (Saxton, 2008).

Saxton (2008) proposes that charities cannot simply be seen as a service or product, and that the crucial element that is missing is the element of beliefs and values that are a part of the offering itself. These beliefs can vary from being very small and local to very global. Figure 1 explains this concept in the products-services-beliefs (PSB) triangle. Moreover, it offers examples of different offerings. Saxton (2008) mentions that the PSB triangle is an important starting point when creating a non-profit brand, and argues that the beliefs should be the basis of a non-profit brand.



Porter & Kramer (2011) also recognizes the importance of values and beliefs and suggests that companies can distinguish themselves with sustainable marketing from the competition through Creating Shared Value (CSV). This concept blurs the lines between for-profit and non-profit organisations (Porter & Kramer, 2011). This means that the propagated sustainable policy should be valuable for both the society and the organisations themselves. Moreover, Porter & Kramer (2011) states that CSV is a reinvention of capitalism, which has more effects on society than Corporate Social Responsibility (CSR), which is more about the redistribution of value. In the CSV approach, it becomes important to understand that the nurturing of the environment is an integral part of the value creation process. Porter & Kramer (2011) mentions that opportunities to CSV can be found through three areas; the reinvention of the market, redefining the supply chain, and through redefining the formation of regional clusters. However, while offering the principle of CSV to the business field, Porter & Kramer (2011) does not offer concrete tools that can help companies to implement this principle. However, Porter (1985) did state about business strategy in general, that for a company to create a competitive advantage over others, it has to maximize the relevance of what is being offered to its customers. Moreover, the distinctiveness of the company has to be maximized.

Products are normally based on the needs of the market, and products are not imposed to customers. However, as research points out, it is not easy to create a customer preference based on sustainability. For example, research indicates over and over again that although people have a

positive attitude towards sustainable practices as a citizen, as consumers, they are not very interested in products or services that emphasise their sustainable characteristics (Gfk Panel Services Benelux, 2009; Trendbox, 2011). This can result in sustainability policies that are detached from product development and marketing. But, research also indicates that ‘sustainability’ can be successfully used as proof of product quality or innovativeness (Gfk Panel Services Benelux, 2009; Trendbox, 2011). In this sense, the sustainable aspect becomes a ‘reason to believe’ in the use of the product or service. The concept of Tunga seems to be suitable to promote this way. The African aspect of the start-up can be communicated as an innovative solution for the business problem of a shortage of software developers in the Western world. This explains why, this technique of promoting the story of Tunga will be tested.

Willems (2011) suggests that there are three options that could increase its relevance for the customers and potentially make sustainability marketing a valuable asset for every company. The first option is to aim for the ‘ethical consumer’, as these people have a positive attitude toward sustainability, which can be translated into purchase behaviour. However, as Tunga focuses on Western entrepreneurs that need help getting done their software tasks, they do not necessarily all have a positive attitude towards sustainability and social causes. The second option implies the hard task to transform the customer base of a company into ethical consumers. As Tunga is just starting it cannot yet transform a whole customer base. Finally, the third option is to integrate a sustainable aspect in the buying motives that already exist. Hereby, the point is to make sustainable products attractive to customers who are not primarily interested in sustainability. Moreover, the sustainable aspect of the product or service is not presented as just a ‘benefit’. Willems (2011) states that it is important to create relevance among customers through product features that do not necessarily contribute to a sustainable environment. He argues that the ‘reasons to believe’ and the ‘buying motives’ like quality, innovativeness, health or taste should be emphasised in the first place, and that sustainability should be portrayed as a complementary benefit (Willems, 2011). This third option seems to be the best fit for Tunga to promote their social good story. Therefore, this approach will be tested in three ways in this study, which is through stories that convey the ‘reason to believe’. Moreover, stories that solely focus on the buying motives of Tunga, and stories that combine these two frames will also be tested in this study. These three story frames will serve as storytelling techniques or strategies and test if people are more inclined to engage with one over the others.

All these marketing techniques aside, research also suggests that it remains a challenge to ensure people’s engagement with your brand and built a community in general. For instance, Heller Baird and Parasnis (2011), found that consumers are a lot more interested in obtaining a certain value or benefit than in feeling connected to brands. Therefore, it is important for companies to not confuse their own desire of customer intimacy with the willingness of the consumers to engage with brands (Heller Baird and Parasnis, 2011). Moreover, as it is a fact that many people from all over the world are on social media nowadays, they do not all interact on a regular basis. Plus, research points out that

if they do, it is most likely with friends or family. Many do not even consider engaging with brands via social media because of privacy concerns and spam reasons (Heller Baird and Parasnis, 2011).

In fact, research points out that the average engagement rate on social media is between 0,5 % and 1,0% (TeamFanBridge, 2015). More specifically, according to Leander (2016), an engagement rate above 1% on Facebook is considered good, in between 0,5-0,99% is average, and an engagement rate on Facebook below 0,5% likely means that messages need to be realigned. And on twitter, between 0,5 and 1,0% is average (TeamFanBridge, 2015). Finally, on LinkedIn the average engagement rate per post is 0,054% (Seiter, 2015). However, this is the average rates for un-promoted posts. Seiter (2015) also points out that posts with links and images included create much more engagement. So, if they do decide to give their time, endorsement, and personal data to companies online, they expect something in return. Therefore, it is critical to understand what the target group values in general and more specifically on social media. Heller Baird and Parasnis (2011) also found that if people interact with brands, they should feel like the company is communicating honestly and is transparent. If all these requirements are met, this might result in a feeling of connectedness, which is also an emotional gain. However, it is important to note that this is not what drives most people to interact in the first place (Heller Baird and Parasnis, 2011).

## **2.2 The Importance of Positioning with Sustainable Aspects**

As mentioned before, Porter & Kramer (2011) states that it is important for a brand to distinguish itself from the competition. To achieve this, there are many different tools provided in the literature that help to find the distinctiveness or Unique Selling Point that fits with a company. It is suggested that companies should operationalize their identity and use it as a blueprint for everything they do (Moers, 2007; Voskuyl, 2009). Driessen and Zwart (2007) provide a framework to create such a blueprint and is thus one example of the many tools that are out there. Their work is partly based on the Herrmann Brain Model (1996) and Jung's (1923) theory of archetypes. Driessen and Zwart (2007) suggest that there are four types of entrepreneurs; the Pioneer, the Salesman, the Manager, and the Professional. Moreover, they connect these types with the different phases in the life cycle of companies (start, expansion, maturity, efficiency). This combination allows the positioning of a company to be based on the personality of the leader. Furthermore, the strategy will become the result of the interaction between the (static) identity of a company and the (dynamic) stages of the life cycle. This approach can be used as a template to explore the distinctive positioning of a company. Driessen and Zwart's (2007) model consists out of four sections, and four colours of organisational 'DNA' that provide a blueprint for a distinctive positioning with sustainable aspects (figure 2).



Figure 2, The four types of organisational DNA

The red area refers to innovative companies, which tends to break out of traditional paradigms (Driessen and Zwart, 2007). Moreover, red organisations set new standards and involve themselves into new developments. The culture in red companies is fairly informal and often includes much responsibility for employees. When it comes to sustainability marketing red companies strive to use the sustainable attributes to set new standards for the future. Moreover, these attributes are attractive to their customers because they appeal to a sense of independence, and taking things into their own hands (Postma, Spruyt, & Cavagnaro, 2013).

The yellow quadrant is growth oriented. Yellow organisations are specialized in inspiring and making things attractive for a large audience. Because they have a good feeling of what plays in the environment, they are often trendsetters. Their corporate culture is therefore also very dynamic and flexible. Its approach to sustainability is trying to transform problems into opportunities, and its sustainability is therefore communicated as a contribution to life that makes it more interesting and fun. Moreover, the focus is always on the experience and emotions instead of the technical explanation (Postma, Spruyt, & Cavagnaro, 2013). However, through this approach yellow companies tend to take a problem as serious as they should.

The green colour stands for conservatism. Companies offer trustworthy and familiar products and services and have big regular customer base. Moreover, green organisations do not focus on risks and surprises, but do focus on solid structures and relationships. Therefore, a safe working atmosphere with clear rules characterize green companies. Green companies also take sustainability developments very seriously and are actively involved and feel responsibility towards society. Moreover, they will prioritize cooperation over competition and act as an intermediary for rules and agreements. The downfall of this strategy is that change is accomplished slowly. Through this cooperating factor, sustainability serves as a vehicle for their customers for a sense of care, protection, and the feeling of belonging (Postma, Spruyt, & Cavagnaro, 2013).

Finally, there is the blue companies and their most important characteristic is their drive for quality. This means that everything has to be validated. Often, these companies serve as specialists in a field or operate in a niche market. Furthermore, through a highly structured organisation they strive for perfection, and they are very serious and dedicated about what they do. Blue's tendency to constantly look for the most efficient ways to organise things is very useful when addressing sustainability issues. Moreover, sustainability can provide them a platform to showcase their skills. In their marketing they will emphasise that sustainability can add to the quality of a product and can be achieved through a combination of intelligence and skills. The disadvantage of this approach however, is that because everything has to be based on facts, not much room is left for creative and innovative ideas (Postma, Spruyt, & Cavagnaro, 2013).

Tunga also used this framework to position itself in the market, and create a starting point of what their brand should look like and convey to other people. Tunga considers itself as a self-aware adventurer, which is a combination of the red, yellow, blue and green companies. However, Tunga is most like a red company, it also shares similarities with yellow and blue companies, and lastly it also shares some but the least similarities with green companies. The characteristics of the red companies that intertwine with Tunga are mostly based on the fact that Tunga is very independent and free. This is because Tunga sets new standards for the future when it comes to the use of sustainable attributes. Therefore, Tunga takes things into their own hands and could be considered visionary and non-conformist.

The 'yellow' characteristics of Tunga are mostly related to the strength and determination. Tunga has good sense of what plays in the environment and is a trendsetter in this way. While doing this, Tunga is also very self-aware in the process. Another important characteristic is the empathic nature of Tunga and that it is more focused on emotions and people than on only a technical solution. The 'blue' quadrant of the organisational DNA framework, is focused on quality. Tunga definitely has this drive for quality too, and finds testing, transparency, and honesty very important. Finally, the green quadrant stands for conservatism is not in line with Tunga's values. However, what is in agreement is that Tunga also takes sustainability developments very serious, is actively involved and feels a big responsibility towards society.

### **2.3 The Importance of Choosing the Right Channel**

Every company wants their product or service to be successful, popular and accepted by their target group. Therefore, through marketing, the product or service is promoted. The extent to which the service or product gains acceptance and popularity through marketing is called traction (Mares and Weinberg, 2014). Countless marketing websites and blogs<sup>1</sup> write about what kind of communication channels there are and what advertising or marketing opportunities they offer. Mares and Weinberg

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<sup>1</sup> Boundless.com, marketingfacts.com, buffer.com, frankwatching.nl, marketives.nl etc.



(2014) took several marketing websites, research and their own experience as entrepreneurs as a basis and identified nineteen channels that can generate traction, which can be offline or online channels. The online channels they identify are targeting blogs, search engine marketing, social and display ads, search engine optimization (SEO), content marketing, email marketing, viral marketing, and community building. Moreover, as it is hard to decide through which channel(s) a company should communicate, Mares and Weinberg (2014) propose the Bullseye framework that will serve as a tool to find the right channel(s).

This three-step framework starts with ‘the outer ring’ and explores which channels a company can use (Mares & Weinberg, 2014). Each traction channel has to be considered. The best way to do this is through brainstorm about the potentialities of every channel. Moreover, they advise to think of at least one idea and one channel strategy for every channel. A channel strategy is a choice about which aspects of the traction channel are most suited for a company.

The second step in the framework is called ‘the middle ring’ and discusses the possibilities of the channels for a company (Mares & Weinberg, 2014). This phase is about testing the channels to see if they are promising to create traction for a company. The best ideas from ‘the outer ring’ will be the ones tested and will determine the quality of the ideas. The test results should provide insights about the potential of creating traction. In this phase speed is an important factor to provide data that can (dis)prove the assumptions (Mares & Weinberg, 2014).

Finally, ‘the inner ring’ provides insights into which channels will be most effective for a company. Mares and Weinberg (2014) state that the focus should be on one channel in this final step. This ‘core channel’, as they call it, should be found through the conducted tests. However, this does not imply that companies should not communicate through multiple channels. According to Mares and Weinberg (2014), distraction of other channels has to be avoided, unless they support the optimisation of the core channel. To create as much traction from the core channel as possible, effective tactics will need to be identified through experiments.

Tunga uses different channels to create traction, and keep a close watch on the results in order to decide what their core channel should be. As for the purposes of this study, blogs and content marketing are used. Content marketing is defined by the Content Marketing Institute as “any marketing that involves the creation and sharing of media and publishing content in order to acquire and retain customers” (What is content marketing?, n.d.). The content that is shared in this study are nine different blogs. Subsequently, there are many platforms where this content can then be shared, for example social media platforms. Tunga identified the social media platforms Twitter, Facebook, and LinkedIn as the most valuable for them. Therefore, these three platforms are used to test the nine stories on. Furthermore, the platform where the blogs were published on was Medium. This is the platform where Tunga writes all its blogs on instead of their own website, because the online publishing platform Medium already provides an audience. And as Tunga is only just starting and wants to build an audience, Medium is helpful in sharing Tunga’s social good story.

## 2.4 Storytelling Aspects and Strategies

In the introduction, it was discussed what a story consists of and why they can be valuable for marketing purposes. More specifically, it argued about the relevance of stories/narratives for promoting the social good through sustainability marketing. The stories that are composed for this study are modelled after the definition of journalistic storytelling. This is because blogs are usually considered short pieces of text, and generally have a certain news value. However, to better understand the principles of journalistic storytelling, Machill, Köhler, & Waldhauser (2007) point out that the narrator, the narrative, and dramaturgy are all important aspects that need to be explored.

The role of the narrator is constitutive of stories, and is also referred to as the ‘text person’ (Stanzel, 1982; Heussen, 1997; 2000a). The perspectives of the narrator range from extreme participation, where the text person is the main figure of the story, to the greatest possible distance, where the narrator acts as solely an observer (Machill, Köhler, & Waldhauser, 2007). Most research about narratives are developed to analyse extensive works of literature. However, nowadays, there are many different forms of stories, such as blogs or news articles for example, which require another definition. Therefore, Hickethier (2003 in Machill, Köhler, & Waldhauser, 2007, p. 191) developed a definition of journalistic stories, which was discussed in the introduction. Moreover, to get more understanding of the narrative of news stories, it is fruitful to look at research about ‘simple forms’ of stories, that were important in the early days of narrative research (Jolles, 1999). In contrast to extensive pieces of literature, ‘simple forms’ of stories are shorter and were often used for fairy tales because they had to be understandable for many people (Jolles, 1999). Therefore these stories of simple forms are much closer to blogs and news articles than longer stories in novels. For instance, Greimas (1971) re-categorized the key functions of Russian folk tales that Vladimir Propp identified, and from there developed the ‘actantial model’. This model divides a story in six different actants: the subject, the object, the sender, the receiver, the helper, and the opponent (Greimas, 1971). This model was originally used to design and analyse fairy tales, but can also be used as a basis to model short stories. In figure 4 in the method section, Greimas’ model is used to show the design of the blogs that were written for this study. Finally, in order to transform a story in a plot, dramaturgy needs to be inserted. Aristoteles’ dramaturgy is a well-known form of this, and consists out of the elements exposition, conflict, and resolution (Machill, Köhler, & Waldhauser, 2007). Therefore, in all the stories that were written for this study, these elements are also all present.

Moreover, small stylistic choices can also be important to attract people to engage with stories on social media for example. For example, existing research suggests that a personalized approach, starting every word with a capital letter and statements instead of questions works better in most cases on social media. Therefore, these elements are incorporated in every story and advertisement in this study (Lambert, 2013; Meadows 2003; Rossiter and Garcia, 2010; Seiter, 2014).

These story elements can all help to communicate the story of a brand and motivate people to engage with the content. However, the story can of course be told in many different ways, and

therefore the receiver of the stories can be motivated in different ways too. In this respect, Saxton (2008) developed the hierarchy of motivations model that gives insights into different ways of motivating people to engage with a charity or a brand with a social goal (figure 3). Each of these motivational levels highlight different aspects of how a corporate story can be told and what it should consist of. Therefore, Saxton’s (2008) model can be seen as a storytelling technique or strategy, and used to provide clear themes for the corporate stories of Tunga.

**Figure 3: The hierarchy of motivations (Saxton, 2008, p. 5)**

| Motivational level         | Key supporter phrases                    | Loyalty trends   | Rewards trends   |
|----------------------------|--|--|--|
| Identity/vision            | <i>I share their vision of the world</i> | <br>Increasing loyalty | Increasing need for tangible rewards<br> |
| Beliefs/values             | <i>I believe in their approach</i>       |  |  |
| Capability                 | <i>They have shown they can do it</i>    |  |  |
| Behaviour/ specific action | <i>My money will make a difference</i>   |  |  |
| Immediate environment      | <i>It will make a difference to me</i>   |  |  |

His model is based on psycho-linguistic programming and consists of five different motivational levels. The first and most simple level is the immediate environmental motivation. According to Saxton (2008), this is because people are often influenced and inspired by other peers. Moreover, if someone’s environment changes, people can easily imagine how they will or can potentially benefit from it. However, Saxton (2008) argues that this level is at the same time also the hardest motivation to use to build a brand. It is important to note that people’s interests are completely socially-centred at this level.

The second level is about motivating people to behave in a specific way or do something in specific. An example of this is when a charity tries to raise money with the catch phrase “12 euros will feed 10 children for a month”. The small offers as Saxton (2008) calls them, make charities much lower profile, while putting the specific information to the foreground. It is like a tempting offer without any other commitment. Therefore, this is a good way to start a dialogue, but harder to create sustainable relationships. The third level that charities can use to motivate and engage people is by convincing people of their capabilities or expertise. Saxton (2008) poses that expressing the capabilities of an organisation is vital to communicate the strength of the brand. Moreover, it shows

the people who already believe in the social cause that the organisation delivers on its goals and promises.

The fourth level concerns the values and beliefs of charities. Saxton (2008) states they are at the heart of why charities exist and are also one of the most accessible parts of their brand. Moreover, he argues that the beliefs of a charity are often communicated as implicit statements, rather than explaining them explicitly. If the latter is done, charities can build loyalty (Saxton, 2008). According to Saxton (2008), the last and most powerful way to motivate people about a brand with a social cause is to communicate the vision and identity of the organisation. Hereby he defines vision as ‘the synthesis of a set of organisation beliefs, woven into a statement of how the world should be’ (p. 6). Moreover, he notes the importance of articulating the vision convincingly and complete, and calls attention to the fact that many charities do not do this (Saxton, 2008).

Finally, the hierarchy of motivations of Saxton (2008) has a few features that are important to keep in mind. Firstly, a charity or a social enterprise should not only pick one of the levels explained above, but should use the widest range of them and communicate them all. Saxton (2008) states that this is because a brand image can only be built through multiple experiences and influences in the breadth of ways. Moreover, this model explains the different ways in which people can be motivated by different messages and communications. Furthermore, Saxton (2008) explains that if people are highly motivated to interact with a message, this indicated their loyalty and commitment to the cause. According to the hierarchy of motivations, people that interact with messages that convey the identity of an organisation, are very loyal and do not need tangible rewards. In contrast, people that interact with messages that are directed to the immediate environment of the target group of the organisation, are not very loyal and expect tangible rewards if they engage with the content (Saxton, 2008).

A search in the literature reveals the existence of many other tools for successful marketing strategies through storytelling. However, the hierarchy of motivations model from Saxton (2008) is the only framework, in the author’s knowledge, about marketing through storytelling strategies with a focus on non-profit organisations and initiatives with a social goal and not necessarily a commercial goal. Therefore, this study will focus on the model developed by Saxton (2008) as a framework to create stories that promote the sustainable aspect of companies and predict how customers will react to those stories.

### **3. Research Design and Methodology**

#### **3.1 Choice of Method**

This study aimed to explore which storytelling strategies are most effective in telling a social good story of social enterprises. More specifically, through a quantitative automated experiment that tested nine different stories and nine advertisements on the social media platforms Facebook, Twitter, and LinkedIn, it was expected to eventually conclude what the most effective storytelling strategies were for Tunga. A quantitative method was applied, mainly because of the average engagement rate of 0,5% on Twitter, Facebook, and LinkedIn (TeamFanBridge, 2015). Because this number is so low, many people need to see the advertisements in order to create some engagement. Moreover, in order to find significant differences between the nine different stories and advertisements a large amount of data was necessary and a quantitative approach was most suitable. Finally, this method was chosen because the three social media platforms did not give in-depth data about the people that engaged with the advertisements, due to privacy reasons. Therefore, qualitative data was very hard to recover. The choice for an automated experiment was made because, in order for companies to have practical value from this study, it should be as real as possible. Moreover, it was also important for Tunga to discover what really works for them in practice.

Tunga was chosen as a case study because it is a social enterprise. Moreover, it is also a start-up and works according to the lean start-up methodology, which means that they carry out short tests to validate their actions and explore their options. Also, because they are just starting, all information about how to create a successful online marketing campaign and tell their story was very valuable to them. Finally, Tunga was chosen as a case study because the author personally believed very much in their ideas and fully supported their social goals and vision about the world. This was important, because the author did an online marketing internship there, and thus had to carry out their story too.

There was chosen to post the blogs on publishing platform Medium. This is the platform where Tunga writes all its blogs on. Posting blogs on a different website than their own, was done because Medium already provides an audience. Therefore, people that have a Medium account could for example find the stories of Tunga through looking for tags. Moreover, as Tunga is only just starting and wants to build an audience, Medium was helpful in sharing Tunga's social good story. Moreover, there was chosen to promote the blogs through advertisements, because Tunga did not have many followers on their communication channels yet. Therefore, in order to have enough people see the stories and to be able to test them, advertisements were used. The channels that were chosen to advertise on were Facebook, LinkedIn, and Twitter. Moreover, on every platform there was an advertisement about every story. Therefore, there were 27 ads tested in total.

Tunga also has several other online marketing channels that they use, such as Google Adwords, and a monthly newsletter for example. However, to be able to somewhat compare the different channels to each other, there had to be some similarities between them. Therefore, the three

social media platforms that Tunga is active on were chosen. Namely, Twitter, Facebook, and LinkedIn. Nonetheless, there were still differences between these platforms in the way they operate, the types of engagement people could show, and the options in advertisements for example. In order to diminish these differences as much as possible, all advertisements had the same texts and images per story and all looked like organic posts on Facebook, Twitter, and LinkedIn. Moreover, also the target groups were as similar as possible in every platform.

Finally, it was also important to note that the experiment was carefully composed and was based on other tests the author has carried out during her internship at Tunga. For example, several tests were conducted in Google Adwords. Hereby, the aim was to identify the frames that worked best for Tunga. Moreover, there was also tested if capital letters or small letters worked better, questions or statements, and whether a focus on the needs of the client or a focus on Tunga in the Google ads worked better. It turned out, that capitalizing every first letter of a word in the title worked better than only small letters. Moreover, a more personalized approach worked better, and also statements got more results than starting the advertisement with a question. Of course, Google Adwords is not the same medium as Facebook, Twitter, or LinkedIn. However, existing research seems to confirm that a personalized approach, starting every word, except for the articles, with a capital letter and statements instead of questions works better in most cases on social media too. Therefore, these elements were incorporated in every story and advertisement in this study (Lambert, 2013; Meadows 2003; Rossiter and Garcia, 2010; Seiter, 2014).

### **3.2 Sampling**

The three platforms that were tested in this study all had many different advertising options. That's why, it was very important to keep the advertisements and the target groups as similar as possible in every platform. On all three platforms there were also different ways of how to compose your target group. This resulted into different sample frames per platform. After the target group was established, there was no control anymore which people actually saw the ads. Therefore, people that engaged with the ads also did not know their actions would be used as data in a master thesis. However, there were no risks or dangers for the subjects that required a notification about this study taking place before they engaged with the content. Due to privacy reasons and rules that were in the conditions of all three platforms, there was also no way to figure out which people exactly saw and engaged with each ad, so they were anonymous. However, only if people liked the ads on Facebook it was possible to see who they were. The sampling method was thus at random, after the desired characteristics per platform were indicated. On Facebook, only interests of Facebook users could be included in the target group. The targeted interests were: web development, innovation, mashable start-ups, entrepreneurship, online outsourcing, social business, social entrepreneurship, social impact, social innovation, software development, start-up companies, young social innovators, small business, entrepreneur magazine. When placing advertisements on Facebook, it was also possible to make a

custom target group that is based on website visitors or a list with emails and Facebook accounts of at least 100 people can be submitted to base a target group on. However, this was not done for Tunga, because most website visitors are African coders at the moment and that was not the aimed target group for the advertisements in this study. Furthermore, there was no list available of 100 potential clients for Tunga, so in order to reach new audiences and not reach people that are already familiar with Tunga, a new target group based on interests was created. This resulted into a sample frame of 1300 to 3300 people per day, of in total 150 million possible Facebook users.

On LinkedIn there were many options, wherefrom, member age, company size, job title, and member skills were targeted. The targeted LinkedIn members were all between 25 and 54 years old. The company size options were also categorized, and the ones that were targeted were 1 to 10 employees, 11 to 50, 51 to 200, and 201 to 500 employees. The job titles that were in the target group were: CEO, Founder, Co-founder, General manager, Managing director, Communications manager, Marketing communications manager, Communications officer, Web manager, Web editor, Webmaster, Digital manager, Software consultant, Software developer manager, and software test engineer. Finally, the skills that were targeted on LinkedIn were: entrepreneurship, internet enterprise, small business, social enterprise, social entrepreneurship, social impact, social innovation, innovation development, digital innovation, start-ups, start-up manager, and early stage start-ups. All these characteristics of the target group resulted into a sample frame of 242.000+ LinkedIn members.

On Twitter, different keywords and interests of Twitter users were targeted. The keywords were: software development, software tasks, web development, online outsourcing, remote work, and the gig economy. Moreover, the interests that were targeted on Twitter were: green solutions, non-profit, technology, small business, mobile entrepreneurship, tech news, enterprise software, web design, start-ups, graphics, software, computer programming. Moreover, when placing advertisements on Twitter, it was also possible to make a custom target group that is based on website visitors or a list with emails and Facebook accounts of at least 100 people can be submitted to base a target group on. However, this was not done for Tunga, because most website visitors are African coders at the moment and that was not the aimed target group for the advertisements in this study. Furthermore, there was no list available of 100 potential clients for Tunga, so in order to reach new audiences and not reach people that are already familiar with Tunga, a new target group based on interests was created. All the characteristics of the target group resulted in a potential total audience of 13 to 20 million Twitter users. And, Twitter also predicted that for the budget that was spent, 440 to 660 people would be reached daily, and that there would be about 11 to 17 engagements per day.

However, there were also parts that were the same on all three platforms when composing the target group. For example, on Facebook, LinkedIn, and Twitter it was possible to choose several countries and languages. Every ad was therefore targeted for English and Dutch speakers, and the countries the campaigns were targeted on were the Netherlands, Belgium, the United Kingdom, the United States, Canada, and Australia. These countries were chosen because according to Google

Adwords tests previously carried out, people from these countries clicked on and engaged more with the Google ads. It was also possible in Facebook and Twitter to exclude the people who have already liked or followed Tunga. This was done because most of the people who have already performed these types of interactions with Tunga platforms are African. And, as the target group of Tunga is Western entrepreneurs and start-ups, this was not useful for the ads.

Furthermore, the sampling strategy was to get around a 1000 views per ad on each platform. This was mostly due to the budget of 175 euro. Facebook, Twitter, and LinkedIn, all have different (secret) algorithms and rules. Therefore, there was no control over the exact time of when the ads were shown and to who exactly. Moreover, the times an ad on Facebook and Twitter was shown was not equally divided. Therefore, in order to keep control over the views, when a certain ad reached a 1000 impressions they were paused so that each ad could reach around a 1000 impressions. This number was reached for all nine ads on Facebook and Twitter. Unfortunately this number of views was not reached for the ads on LinkedIn. Luckily the impressions were equally divided here, but because of budget constraints the nine ads in LinkedIn only reached 600 impressions.

### **3.2.1 Content of the Stories and Advertisements**

This study focused on storytelling in blogs and online advertising, which are both important aspects of an online marketing campaign. The two main components in this study were the nine blogs and, in total, 27 advertisements on Facebook, Twitter, and LinkedIn. Both the stories and the advertisements were carefully constructed, and included experiences and opinions from African coders, Tunga clients, the author of this study, Founder of Tunga, Ernesto, and also the results of several studies and surveys were used to create stories. Therefore, it is explained below how they were composed and produced. However, the theoretical concepts that were measured will be explained in more detail in the operationalization section.

*The blogs.* As already explained in the theoretical framework, the brand identity of Tunga was already developed and demarcated through the framework of Driessen and Zwart (2007). Throughout the process, this served as a blueprint to operationalize the identity of Tunga in this study and all their communications and online marketing. Therefore, this blueprint was also kept in mind when the blogs on Medium were created.

For the blogs it was important that the stories were as similar as possible when it came to the format, writing style, and the stylistic features. This was to ensure that the differences that were found in the test results could only be due to the differences between the themes of the stories and the frames that were used. In order to create the nine stories with a similar structure, various storytelling elements were included. First of all, the definition of Web 2.0 and digital storytelling was used, because these elements are often applied to online content to build communities (Lambert, 2013). This definition is “Short, personal multimedia tales told from the heart” (Meadows, 2003 in Rossiter and Garcia, 2010, p. 37). And that’s why, every story was personalized through, for example, the story of an African



coder, or through personal insights of the author and what she had learned at and about Tunga. Secondly, the definition of journalistic storytelling was also used, because it is based on short texts and not on extensive literature where much narrative theory is based on (Jolles, 1999). Hicketier (2003 in Machill, Köhler, & Waldhauser, 2007, p. 191) defined journalistic stories as follows: “They have a beginning and an end, possess main points and a climax which round off the story and provide it with its shape”. Therefore, a clear beginning, main points, a climax, and a clear ending were incorporated into the nine blogs. These elements are similar to Aristoteles’ dramaturgy, which is needed to provide the stories plots. Aristoteles’ dramaturgy consists out of three elements, that are also incorporated in every blog in this study, namely; exposition, conflict and resolution (Machill, Köhler, & Waldhauser, 2007). Finally, the ‘actantial model’ was used to create stories that all had a similar structure. This model divides a story in six different actants: the subject, the object, the sender, the receiver, the helper, and the opponent (Greimas, 1971). In appendix A, an overview of how all six actants are incorporated in every story in this study can be found.

Moreover, it was important that all stories were of similar length. They were not longer than 500 words, which is two or three minutes reading time per story. This was done because most stories on Medium that are read are 3 minutes long (Sall, 2013). Every story also had a title with the same structure, namely they were all statements that conveyed as clearly as possible what the story was about and also every first letter of a word was capitalized, except for the articles. These choices were based on other tests that were carried out for Tunga on Google Adwords, which are described above. Furthermore, all the blogs also had one image. These images were not too different from each other, and were in the black and white style of Tunga. Finally, all the stories ended with a question to the audience, a request to follow Tunga on Medium, and other social media, and to subscribe to Tunga’s newsletter. And, the URL of Tunga was at the bottom of each story. This was done to give people who were interested in Tunga further opportunity to engage and get involved with Tunga.

*The advertisements.* The goals of all three ad campaigns on Twitter, Facebook, and LinkedIn was to create engagement. Moreover, the ads all looked like organic posts and were published in the newsfeed and timelines of people and not in the right columns on Facebook and LinkedIn or on profile pages on Twitter for example. Moreover, the 27 advertisements were constructed to look as similar as possible per story in the three different platforms. And because Twitter has a maximum of 140 characters per tweet, the ad texts on Facebook and LinkedIn were also not longer than that. The ads also all contained images and google links. The images were the same as the ones of the blogs and all looked quite similar in the black and white style of Tunga. Moreover, they were put in because research shows that images in social media posts get 200% more engagements than posts without images (Cooper, 2013). Through the links it was possible to track how many people clicked on every link, which was why they were added in the ads. Furthermore, all the texts in the ads were framed as statements and all titles of the blogs were also visible in the ads. They contained a capital letter on every first letter of each word, except for the articles. These choices were based on several tests that

were conducted for Tunga in Google Adwords, that were described above. Finally, the only thing that differed from Twitter and the other two platforms was that the Twitter ads all contained two hashtags, because tweets with hashtags generate two times more engagements than tweets without hashtags (Cooper, 2013). In appendix D, pictures of what the ads exactly looked like on Facebook, Twitter, and LinkedIn can be found.

### **3.3 Operationalization of concepts into variables**

Throughout the preceding chapters, the key concepts in this study have already been defined and embedded in the introduction and theoretical framework. However, this section takes it one step further and explains the theoretical elements of the stories that were used to create the stories, and operationalises these concepts into the independent, dependent, and control variables that were measured and tested in this study.

#### **3.3.1 Independent variables of Analysis**

There were 21 independent variables, that tested which storytelling techniques worked best for Tunga. These were: the nine separate ads on Twitter, the nine separate ads on Facebook, the nine separate ads on LinkedIn, the nine separate ads on all the platforms together, the nine separate ads on Medium, the motivation levels on Twitter, the motivational levels on Facebook, the motivational levels on LinkedIn, the motivational levels on all the platforms together, the motivational levels on Medium, the storytelling frames on Twitter, the storytelling frames on Facebook, the storytelling frames on LinkedIn, the storytelling frames on all social media platforms together, the storytelling frames on Medium, the gender of the target group on Facebook, the gender of the target group on Twitter, the devices the target group was on on Facebook, the devices the target group was on on Twitter, the locations of the target group on Facebook, and finally the locations of the target group on Twitter.

All the variables above can be divided in five variables that measure the popularity of the nine separate ads on different, five variables that measure the motivation levels on different platforms, five variables that measure the story frames on different platforms, two variables that measured the gender, two variables that measured the different devices, and finally, two variables that measured the various location. Firstly, the operationalization of the five variables that measured the popularity of the nine separate ads will be discussed. Secondly, the five variables that measured the use of the motivational levels of Saxton (2008) in relation to Tunga and this study will be explained. Thirdly, the storytelling frames of Willems' (2011) will be explained in relation to this study. Fourth, the variables that measured the gender will be discussed, then the variables that measured the devices, and finally, the variables that measured the different locations people came from is discussed.

*Popularity of each advertisement.* These five variables were established by the total amount of times every ad was viewed. Furthermore, the ads were given a number from 1 to 9. In figure 5, the



research design is depicted. The ad in the first column was assigned number 1, the ad in the second column was assigned number 2 and so on.

*Motivation levels.* In order to explore how the social goal of Tunga can best be communicated and used to motivate people to interact and commit to Tunga, the blogs in this study were based on the hierarchy of motivations (Saxton, 2008). This model explained the different ways in which people can be motivated to interact with different messages and communications. Furthermore, Saxton (2008) explained that if people are highly motivated to interact with a message, this indicates their loyalty and commitment to the cause. According to the hierarchy of motivations, people that interact with messages that convey the identity of an organisation, are very loyal and do not necessarily need tangible rewards. In contrast, people that interact with messages that are directed to the immediate environment of the target group of the organisation, are not very loyal and expect tangible rewards if they engage with the content (Saxton, 2008).

Moreover, in the environment level, the entry level to engage for people is lowest, so it was expected that the three stories in this level will lead to the most engagements. However, it could also work the other way around, as the identity level has the lowest need for tangible rewards, and the level of immediate environment has the highest need of tangible rewards. In the stories as well as the advertisements there were no tangible rewards given to readers other than perhaps valuable information or inspiring ideas. Therefore, it could also be the case that the stories within the identity level will generate the most engagements. The middle level of beliefs and values was expected to score the second most engagements, according the hierarchy of motivations (Saxton, 2008). Figure 4 shows how these levels were operationalized when creating the blogs of Tunga. The ‘capability’ and ‘behaviour/specific action’ levels were not included in the research design of this study because the ‘behaviour/specific action’ level did not really fit with Tunga. This is because Tunga is a social enterprise and not a charity that raises money or requires specific actions from people. The exclusion of the ‘capability’ level was due to logistic reasons of time pressure.

As mentioned above, these motivational levels were measured on Twitter, Facebook, LinkedIn, all social media platforms together, and on Medium. These five variables were established by the total amount of times every motivational level was viewed. Furthermore, every time someone viewed the identity level ads, a 1 was assigned. Every time someone viewed the beliefs level ads, a 2 was assigned. And finally, every time someone viewed the environment level ads, a 3 was assigned.

**Figure 4: The hierarchy of motivations (adaptation from Saxton, 2008, p. 5)**

| Motivational level           | Examples of Tunga  | Key supporter phrases                    | Loyalty trends  | Rewards trends  |
|------------------------------|--|--|---|---|
| <b>Identity/vision</b>       | To create meaningful and well-paid work for talented African youths  | <i>I share their vision of the world</i> | <br>Increasing loyalty | Increasing need for tangible rewards<br> |
| <b>Beliefs/values</b>        | Why is Tunga's work important?   | <i>I believe in their approach</i>       |   |   |
| <b>Immediate environment</b> | What can Tunga do for western business owners? Play on their benefits from outsourcing or the future of online work. | <i>It will make a difference to me</i>   |   |   |

*Storytelling frames.* The blogs were also based on one of Willems' (2011) three options to communicate sustainable aspects of a brand, that were discussed in the theoretical framework (Willems, 2011). This option was that it is important to always create relevance among customers through product features. This could be done in three ways, which are first of all, stories that solely focus on the reason to believe of Tunga. These stories were mainly focused on the social goal of Tunga. Secondly, stories that solely focus on the buying motives of Tunga and thus did not mention the social goals of the company. And third, stories that combined these two frames will also be tested in this study. In this option, there was a more clear focus on the service that Tunga provides, but also highlighted the social goal of Tunga at the same time.

As mentioned above, these motivational levels were measured on Twitter, Facebook, LinkedIn, all social media platforms together, and on Medium. These five variables were established by the total amount of times every storytelling frame was viewed. Furthermore, every time someone viewed the reason to believe ads, a 1 was assigned. Every time someone viewed the buying motives ads, a 2 was assigned. And finally, every time someone viewed the combined approach ads, a 3 was assigned.

Thus as an overview, the overarching themes of the nine blogs were based on the motivational levels, and in combination with the three storytelling frames above the exact topics of the stories were decided. In figure 5, an overview of the research design is portrayed and also the specific topic of each story can be found. The full stories and the links to them online, can be found in appendix C.

*Gender.* As mentioned above, the gender of the target group on Facebook and on Twitter was measured. These two variables were established by the total amount of times all ads together were

viewed per platform. However, they were only used as descriptive statistics, to give insights in the audience that engaged with the advertisements, in the results section. Furthermore, these variables contained three different categories. Namely, male, female, and unknown.

*Devices.* As mentioned above, the devices that people that viewed the ads were on, on Facebook and Twitter was measured. These two variables were established by the total amount of times all ads together were viewed per platform. However, they were only used as descriptive statistics, to give insights in the audience that engaged with the advertisements, in the results section. Furthermore, these variables contained four different categories. Namely, people that viewed the ads on a desktop or laptop, on IOS devices, like an iPad, iPhone or iPod. The third category was people that viewed the ads on Android devices. And finally, a the total amount of people that were on mobile and other devices was measured.

*Locations.* The last independent variables that were measured were the various locations of the people who viewed the ads on Facebook and Twitter. These two variables were established by the total amount of times all ads together were viewed per platform. However, they were only used as descriptive statistics, to give insights in the audience that engaged with the advertisements, in the results section. Furthermore, there were seven different categories that were measured in these two variables. Namely, people that viewed the ads in the United States, United Kingdom, the Netherlands, Canada, Australia, Belgium, and the amount of people that viewed the ads from an unknown location were measured.

**Figure 5. Research Design**

| Motivation levels  | Storytelling frames   | The Stories  |
|--|---|--|
| Identity/Mission (to create meaningful and well-paid work for talented African youths)   | Post promoting reason to believe on Facebook                | Story about an African coder that conveys that he feels empowered and that Tunga has helped to create meaningful and well-paid work for him                  |
|  | Post promoting reason to believe on LinkedIn                |  |
|  | Post promoting reason to believe on Twitter                 |  |
|  | Post promoting buying motives on Facebook                   | Story about what there is to gain in having an African external workforce for Western businesses (fast, eager to work, price etc.)                           |
|  | Post promoting buying motives on LinkedIn                   |  |
|  | Post promoting buying motives on Twitter                    |  |
|  | Post promoting sustainability and buying motive on Facebook | Story about why Africans are more suited for the gig economy than their Western counterparts   |
|  | Post promoting sustainability and buying motive on LinkedIn |  |
|  | Post promoting sustainability and buying motive on Twitter  |  |
| Beliefs/Values (Why is Tunga’s work important?)  | Post promoting reason to believe on Facebook                | Story about why creating meaningful and well-paid work and Africa and giving them the opportunity to take their future into their own hands is so important. |
|  | Post promoting reason to believe on LinkedIn                |  |
|  | Post promoting reason to believe on Twitter                 |  |
|  | Post promoting buying motives on Facebook                   | Story about why it’s so important we do something about the scarcity problem of software developers now.   |
|  | Post promoting buying motives on LinkedIn                   |  |
|  | Post promoting buying motives on Twitter                    |  |
|  | Post promoting sustainability and buying motive on Facebook | Story about why Tunga was founded.   |
|  | Post promoting sustainability and buying motive on LinkedIn |  |
|  | Post promoting sustainability and buying motive on Twitter  |  |
| Immediate environment (What can Tunga do for western business owners? Play on their interests of outsourcing or the future of online work? Or personal advertising?) | Post promoting reason to believe on Facebook                | Story about Innovation landscape in Africa and why it’s relevant for the Western business world.   |
|  | Post promoting reason to believe on LinkedIn                |  |
|  | Post promoting reason to believe on Twitter                 |  |
|  | Post promoting buying motives on Facebook                   | Story about why many companies are already working in online teams   |
|  | Post promoting buying motives on LinkedIn                   |  |
|  | Post promoting buying motives on Twitter                    |  |
|  | Post promoting sustainability and buying motive on Facebook | Story about why it’s a good idea to mobilize those remote workers in Africa or through Tunga.  |
|  | Post promoting sustainability and buying motive on LinkedIn |  |
|  | Post promoting sustainability and buying motive on Twitter  |  |

### **3.3.2 Dependent variables of analysis**

All the independent variables, such as the popularity per ad, motivational levels and the storytelling frames on Medium, Twitter, Facebook, and all social media platforms together, influenced 31 dependent variables. These were all kinds of engagements or interactions with the blogs or advertisements. Furthermore, these platforms all also provided some automatic statistics, such as, the engagement rate, and the click-through rate. All these dependent variables are explained below per platform.

#### **3.3.2.1 Medium**

*Number of reads.* The nine stories were all published as blogs on the publishing platform Medium. On this platform, there was measured how many people viewed and read the blog. This gave insights in how many people clicked the links in the advertisements on social media, and also how many people then actually read the full story. The platform Medium counted a 'read' as someone scrolls down the story and stays more than a minute on the particular page (Sall, 2013). This variable was operationalised by times all blogs were viewed in Medium. Every time a blog was viewed, but not read it was assigned a 0. Moreover, every time a blog was viewed and also read, it was assigned a 1.

*Read ratio.* Moreover, also the read ratio was determined, which was the number of people that actually read a blog divided by the total number of people that viewed the story. The views, reads, and the read ratio were also calculated per motivation level.

#### **3.3.2.2 Social media platforms: Twitter, Facebook, and LinkedIn**

The advertisements, levels, and frames that were tested on each social media platform, were measured by various types of engagements with the content. Some of these engagements or interactions were measured in all three platforms. However, there were also types of engagements that were unique to one or two of the platforms. First, the dependent variables, so types of engagements, that were measured in every platform are discussed below. Subsequently, dependent variables that were unique types of engagements per platform are discussed.

*Total engagement/interactions.* These were the most important dependent variables that were measured, and they were: the total amount of engagements on Twitter, the total amount of engagements on Facebook, the total amount of engagements on LinkedIn, and the total amount of engagements of all social media platforms together. The variables that are explained below, such as, the number of people that liked the post or tweet, or the amount of people that clicked the link in the ad are all part of the total engagements. Moreover, these were also the only dependent variables that were taken into account in the statistical tests. This was because, it is all the other dependent variables in one. Moreover, in the end this study was about the differences in engagements per motivational level and story frame, and therefore no distinction was made in the statistical tests of what type of engagements led to the statistical differences. These four variables were operationalised by all the

times an advertisement was viewed. For example, every time an ad was viewed, and engaged with a 1 was assigned. If there was no engagement, a 0 was assigned. Subsequently, these numbers were then linked to the popularity of each ad, motivational level and story frame.

*Likes:* On every social media platform, the advertisements could be liked. On twitter this is done by pressing on the 'heart' button at the bottom of the tweet. Moreover, on Facebook people press the 'like' button next to the 'thumbs up' symbol, and on LinkedIn people simply click the word 'like'.

*Link clicks:* In every advertisement on the three social media platforms, there were google links to the blogs on Medium. Every link was visible in each ad, but there was also a small preview of the blog visible, that included the image, the title, and the first few lines of text of the blog. Every time people clicked on each of these two options, this counted as a link click.

*Engagement rate:* The engagement rate is percentage that gives insights in how successful the ad was. This percentage was obtained by dividing the total amount of engagements per ad by the total impressions per ad. Moreover, as already discussed in the theoretical framework, research points out that the average engagement rate on social media is between 0,5 % and 1,0% (TeamFanBridge, 2015). More specifically, according to Leander (2016), an engagement rate above 1% on Facebook is considered good, in between 0,5-0,99% is average, and an engagement rate on Facebook below 0,5% likely means that messages need to be realigned. And on twitter, between 0,5 and 1,0% is average (TeamFanBridge, 2015). And finally, on LinkedIn the average engagement rate per post is 0,054% (Seiter, 2015).

*Facebook.* The types of other engagements that were measured for this study on Facebook were *shares, comments, page likes, total clicks, and the click through rate*. People that saw the ad had the possibility to *share* the post, *comment* on it, or *like the Facebook page* of Tunga right away. These dependent variables are all part of the *total amount of engagements* number per ad on Facebook. The *total clicks* on each ad include external clicks to the blog, and to the website of Tunga, as well as page likes, and comments on the posts. These total clicks were be divided by the total amount of impressions, which will the percentage of the *click through rate* per ad. Furthermore, the impressions, engagements, and the engagement rate per targeted *location* was measured. As well as the impressions and engagements per *gender, and per platform*. The different platforms that were measured were desktops, IOS devices, Android devices, mobile web and other devices, and the total amount of mobile devices. This is mainly relevant for Tunga and other companies, in order to deduct valuable information about which devices work best for Tunga and are most used. This can be taken into account in future online marketing practices.

*Twitter.* On twitter the unique types of engagement were *profile clicks, and detail expands*. The *profile clicks* refer to the amount of times that people clicked on the name, @handle, or profile photo of Tunga's twitter account. And, *detail expands* refer to amount of clicks on a tweet to view more details about it. Furthermore, the impressions, engagements, and the engagement rate per targeted *location* was measured. As well as the impressions and engagements per gender, and per



*platform*. The different platforms that were measured were desktops, IOS devices, Android devices, mobile web and other devices, and the total amount of mobile devices.

*LinkedIn*. The other types of engagements that were measured on LinkedIn were *social actions, shares, comments, page likes, and the click through rate*. The *social actions* are social gestures initiated by LinkedIn members interacting with your content. This organic engagement was also free. These social actions could for example be the *shares, comments, and page likes* on the advertisements. The *click through rate* was a percentage that showed how often people went to the blog of Tunga because they saw the ad.

### **3.3.3 Control variables**

In order to make sure that the differences in the amount of engagements were due to the popularity of one ad, the motivational levels, or the story frames, there were nine control variables in this study. The two main control variables were the length of the stories and the amount of impressions per advertisement. First of all, the blogs were all about the same length. They were not longer than 500 words, which is two or three minutes reading time per story. This was done because most stories on Medium that are read are 3 minutes long (Sall, 2013). And second, the goal was to show each of the 27 ads to about a 1000 people. Moreover, as the times an ad on Facebook and Twitter were shown was not equally divided, when a certain ad reached a 1000 impressions they were paused so that each ad could reach around a 1000 impressions. This number was reached for all nine ads on Facebook and Twitter. Unfortunately this number of views was not reached for the ads on LinkedIn. Luckily the impressions were equally divided here, but because of budget constraints the nine ads in LinkedIn only reached 600 impressions.

Moreover, the aspects that helped to compose the blogs and advertisements also all helped to make sure that the amount of engagements were most likely due to the popularity of one ad, the motivational levels, or the story frames. These aspects were: the personal writing style in each blog, the use of Aristoteles' three dramaturgy elements, the six different actants from Greimas (1971) his actantial model, the blogs and ads all had statements as titles with a capital letter on every first letter of a word (except on the articles), the fact that every blog and ad had one black and white picture that looked similar, that the ads all looked like organic posts or tweets, the texts of the ads were all between 100 and 140 characters,

### **3.4 Validity and reliability**

Throughout the process of setting up an automated experiment in the form of three advertising campaigns on Twitter, Facebook, and LinkedIn, the validity and reliability of the results were always carefully looked after. To ensure the validity of the data, the different types of engagements with the advertisements was looked at, and it was decided that all those types together (so the variable total engagements) would form the independent variables that the theoretical concepts were measured by.

Moreover, in order to ensure that the motivational levels and different frames were actually measured, there was chosen to include multiple advertisements per motivational level, and multiple stories with the same story frame. This way, it was more likely that the results were due to differences in these variables, instead of for example the story quality. Besides, other studies were also examined to look how they operationalised the different kind of narratives (Machill, Köhler, & Waldhauser, 2007; Hinyard & Kreuter, 2007). This was in order to ensure the validity of the results, and to make sure that the storytelling techniques that were tested were operationalised well. Finally, the reliability of this study was ensured by the fact that the experiment was largely automated and based on the extensively tested algorithms on each of the social media platforms. Therefore, human errors were almost completely excluded. Even when manually counting the total engagements per motivational level for example, there were always the statistics of every social media platform to check the number again.

### **3.5 Methods of analysis**

Above, the different variables that measured the popularity of the different storytelling techniques in the blogs and advertisements were discussed. These were for example, various interactive features, such as the number of comments, likes, and shares. Moreover, all these features added together into the variable ‘total engagements’, served as indicators of the success and effectiveness of the storytelling strategies that work best for Tunga. The three social media platforms and also the blog platform Medium, all automatically provided an overview of the results of the campaign, and gave insights into which advertisements and stories created the most engagement. However, in order to explore if there were significant differences between the motivational levels and different story frames and to answer the research question, several one-way ANOVA tests were carried out in SPSS. By performing a one-way ANOVA test, the differences between the motivational levels and story frames were examined per platform, and in total. Moreover, the one-way ANOVA test was the right test to answer this question because there was only one dimension or treatment (total engagement), there were more than two levels of the grouping factors (motivational levels and story frames), and there was looked at differences across different groups in the advertisements and blogs. Furthermore, as the one-way ANOVA test is an omnibus, Bonferroni and Games-Howell post hoc comparisons had to be conducted in order to find out in which direction the differences between the groups occur. Finally, there was also looked at where the people that engaged came from, which device or platform they used, and if they were male or female, on Twitter and on Facebook. However, here no statistical tests could be carried out in SPSS because Facebook and Twitter did not release specific data about how many people from a certain country saw and engaged with one ad. The platforms thus only release information about the total amount of people from a certain country that saw all the ads, for example.

## 4. Results

In this section the results of the blogs and the advertisements will be discussed. All the results will be discussed per story or advertisement. Only the top three most popular stories per platform will be discussed, and the statistics of the other stories can be found in the various tables. The results per motivation level, and per different story frame (focus on reason to believe, buying motives, and a combination) will also be discussed. Furthermore, the results of the advertisements will be discussed per platform. Moreover, the results of the several one-way ANOVA's that were carried, are discussed in this section. It is important to note, that with all statistical tests the assumptions were checked. Furthermore, the dependent variables (total engagements) are at ratio level and linear, the scores are independent of each other and the variances in the populations were roughly equal. Finally, for all of the found effects, it is assumed that the other independent variables remain constant.

### 4.1 The Blogs

The popularity of the nine blogs was tested through three variables; views, reads, and the read ratio per blog. There was also the possibility to like and comment on the blogs on Medium. However, nobody did that during the week that the advertisements were up. Therefore, it was not possible to measure the levels of engagement of the blogs on Medium. Furthermore, the results of the blogs in this study were also divided by three motivations levels, and three different story goals. These goals were promoting the reason to believe, the buying motives, and both of these in a story and advertisement.

In table 4.1, the number of views, reads and read ratio per blog on Medium are portrayed. These are thus the results of the webpages where people ended up if they would click a link in one of the advertisements. The story that has the most views (125), reads (87), and the highest read ratio (70%) is the story about why Tunga was founded. This story combined the reason to believe and buying motives in one story, and was in the second motivational level of "beliefs". The story with the second highest views (84) was the one about why African coders are more suited for the gig economy. This story also combined the reason to believe and buying motives in one story but within the first motivational level, namely identity. However, this story did not have the second highest number of reads (45) and read ratio (54%). The story that was read the most is about African Tunga-coder David, and his story of how he got involved with the company. 78 people viewed this story and 52 read it, which results into a read ratio of 67%. Therefore, these three stories seem to be the most popular on Medium. Moreover, none of the top 3 stories were focused on solely the buying motives, nor on the environment level. A one-way ANOVA was also carried out but there was no significant effect found between the popularity of the nine different blogs on Medium.

When looking at the total views, read, and read ratios per motivation level, the identity level is the most popular. This is because the most people saw it (177), and also read it (104). However, the stories in the identity level of motivation together, have the second lowest read ratio (59%) in comparison to the other two levels. The beliefs level has the highest read ratio (66%). However, the

total views (152) and reads (100) are lower than the stories in the identity level. The motivation level that focuses on stories that relate to the environment of the target group has the lowest total views (72), reads (36), and the lowest read ratio (51%). A one-way ANOVA was also carried out but there was a no significant effect at the  $p < .05$  level between the amount of reads of the blogs with different motivation levels on Medium.

Finally, the results per story goal show that the stories that combined the reason to believe and the buying motives are viewed the most (239), read the most (150), and have the highest read ratio (63%). However, the read ratio of the second best scoring story goal is not much lower (60%). These are the stories that focused on promoting the reason to believe of Tunga. Moreover, in total these stories were viewed 124 times and actually read 74 times. The story goal that seems to be least popular is the one focusing on promoting the buying motives of Tunga. These stories together have 38 views, 17 reads, and a read ratio of 45%. There was also a one-way ANOVA carried out here, but are no significant differences were found between the three different story frames of the blogs on Medium.

**Table 4.1. Results of the blogs on Medium.**

|                                       | <b>Views</b> | <b>Reads</b> | <b>Read Ratio</b> |
|---------------------------------------|--------------|--------------|-------------------|
| <b>Identity: reason to believe</b>    | 78           | 52           | 67%               |
| <b>Identity: buying motives</b>       | 15           | 7            | 47%               |
| <b>Identity: combined</b>             | 84           | 45           | 54%               |
| <b>Total identity</b>                 | 177          | 104          | 59%               |
| <b>Beliefs: reason to believe</b>     | 13           | 6            | 46%               |
| <b>Beliefs: buying motives</b>        | 14           | 7            | 50%               |
| <b>Beliefs: combined</b>              | 125          | 87           | 70%               |
| <b>Total beliefs</b>                  | 152          | 100          | 66%               |
| <b>Environment: reason to believe</b> | 33           | 16           | 48%               |
| <b>Environment: buying motives</b>    | 9            | 3            | 33%               |
| <b>Environment: combined</b>          | 30           | 18           | 60%               |
| <b>Total environment</b>              | 72           | 37           | 51%               |
| <b>Total</b>                          | 401          | 241          | 60%               |

## 4.2 The Advertisements

The popularity and potential of each of the 27 advertisements was tested through several variables. Some of which were the same across platforms, but also some of which differed per platform. That's also why the results will be discussed per platform. Furthermore, the results of the advertisements in this study were also divided by three motivations levels, and three different story goals. The motivation levels were focused on the Identity of Tunga, the beliefs, of Tunga, and the environment of the target group of Tunga. The story goals were promoting the reason to believe, the buying motives, and both of these in a story and advertisement. Finally, it is also measured for

Facebook and Twitter, where the people engaged come from, which device or platform they used, and if they were male or female.

#### **4.2.1 The social media platforms**

##### **4.2.1.1 Twitter**

The popularity of the nine tweets was tested through the variables; the number of impressions, total engagements, profile clicks, detail expands, link clicks, likes, and the engagement rate. Moreover, Twitter also measured the number of retweets, but nobody retweeted one of the nine tweets. Furthermore, the results of the tweets in this study were also divided by three motivations levels, and three different story goals. The motivation levels were focused on the Identity of Tunga, the beliefs, of Tunga, and the environment of the target group of Tunga. The story goals were promoting the reason to believe, the buying motives, and both of these in an advertisement. Moreover, insights are gathered about the locations where the people that engaged come from, which device or platform they used, and if they were male or female.

In table 4.2, the number of impressions, total engagements, profile clicks, detail expands, link clicks, likes, and the engagement rate of nine tweets is portrayed. However, the impressions will not be separately discussed because they were controlled to the extent that after a tweet reached a 1000 impressions, the ad was taken offline. These are thus the results of the times people interacted in some way with a tweet advertisement that they saw on their news feeds. In total, all tweets together have generated 157 engagements, wherefrom, 65 profile clicks, 72 detail expands, 16 link clicks, 2 likes, and a total engagement rate of 1,41%. Furthermore, the tweet that seemed to be the most popular is the one that promoted the story about why African coders are better suited for the gig economy than Western coders. This story and tweet combined the reason to believe and buying motives in one tweet, and was in the highest motivational level, which is identity. It has a total of 42 engagements and an engagement rate of 2, 16%, which is actually not the highest engagement rate of all the tweets. Furthermore, on every form of engagement it scored the best.

**Table 4.2. Results of the nine tweets**

|                                       | Impressions | Tweet Engagements (clicks) |                |                |             | Engagement Rate |       |
|---------------------------------------|-------------|----------------------------|----------------|----------------|-------------|-----------------|-------|
|                                       |             | Total                      | Profile clicks | Detail expands | Link clicks | Likes           |       |
| <b>Identity: reason to believe</b>    | 1169        | 26                         | 12             | 12             | 2           | -               | 2,22% |
| <b>Identity: buying motives</b>       | 1117        | 17                         | 9              | 5              | 3           | -               | 1,44% |
| <b>Identity: combined</b>             | 1940        | 42                         | 19             | 15             | 6           | 2               | 2,16% |
| <b>Total identity</b>                 | 4226        | 85                         | 39             | 32             | 11          | 2               | 2,01% |
| <b>Beliefs: reason to believe</b>     | 1095        | 19                         | 9              | 10             | -           | -               | 1,74% |
| <b>Beliefs: buying motives</b>        | 1109        | 11                         | 4              | 6              | 1           | -               | 0,99% |
| <b>Beliefs: combined</b>              | 1239        | 5                          | 2              | 2              | 1           | -               | 0,40% |
| <b>Total beliefs</b>                  | 3443        | 35                         | 15             | 17             | 2           | 0               | 1,02% |
| <b>Environment: reason to believe</b> | 1092        | 14                         | 6              | 8              | -           | -               | 1,28% |
| <b>Environment: buying motives</b>    | 1115        | 13                         | 2              | 10             | 1           | -               | 1,17% |
| <b>Environment: combined</b>          | 1188        | 10                         | 3              | 5              | 2           | -               | 0,84% |
| <b>Total environment</b>              | 3395        | 37                         | 11             | 23             | 3           | 0               | 1,09% |
| <b>Total</b>                          | 11124       | 157                        | 65             | 72             | 16          | 2               | 1,41% |

The second most popular tweet, when it comes to total engagements and the most popular when looking at the engagement rate is the one that promoted the story about African Tunga-coder David and his journey. This tweet promoted the reason to believe of Tunga, and was in the motivation level that focused on the carrying out the identity of Tunga. It has a total of 26 engagements and an engagement rate of 2,22%. Moreover, this tweet also scored the second highest on every separate form of engagement, except for the link clicks, where it scored third best. Then, the tweet that is third most popular is the one that promotes why creating meaningful and well-paid work in Africa and giving people the opportunity to take their future into their own hands is so important. Furthermore, this tweet promoted the reason to believe of Tunga, and was in the motivation level that focused on carrying out the beliefs of Tunga. In total, it has 19 engagements and an engagement rate of 1,74%. Moreover, this tweet also scored the third highest on every separate form of engagement, except for the link clicks, because nobody clicked on the link in this particular tweet. Therefore, these three tweets seem to be the most popular and have the most potential to engage people. Moreover, none of the top 3 tweets were focused on solely the buying motives, nor on the environment level. A one-way ANOVA was carried out, and the results stated that there was also a significant effect at the  $p < .05$  level between the popularity of the nine advertisements on Twitter [ $F(8, 11055) = 3.51, p < .001$ ]. Moreover, the

Bonferroni and Games-Howell post hoc comparisons indicate that the mean score of the story that conveys the identity and the reason to believe of Tunga ( $M= 0,22$ ,  $SD= 0.15$ ) was significantly different than the advertisement that conveyed the beliefs of Tunga and had the combined story frame ( $M= 0.00$ ,  $SD= 0.06$ ). Moreover, the mean score of the story that conveys the identity of Tunga and had the combined story frame ( $M= 0,20$ ,  $SD= 0.15$ ) was significantly different than the advertisement that conveyed the beliefs of Tunga and had the combined story frame ( $M= 0.00$ ,  $SD= 0.06$ ).

When looking at the various variables per motivation level, the identity level is the most popular. It generated the most engagements (85), profile clicks (39), detail expands (32), link clicks (11), likes (2), and the highest engagement rate (2,01%). The level that seems to have the second highest potential for engagement on Twitter is the one that focuses on the immediate environment of the target group of Tunga. This accounts for all forms of engagement (total engagements: 37, profile clicks: 11, detail expands: 23, link clicks: 3, likes: 0, engagement rate: 1,09%), except for the profile clicks, where the total number of tweets that focused on the beliefs of Tunga together, scored higher. Furthermore, the level that seemed to have the least potential for engagement on Twitter was the one that carried out the beliefs of Tunga (total engagements: 35, profile clicks: 15, detail expands: 17, link clicks: 2, likes: 0, engagement rate: 1,02%). A one-way ANOVA was carried out, and the results stated that there was a significant effect at the  $p<.05$  level between the motivation levels on Twitter [ $F(2, 11061)= 8.62$ ,  $p<.001$ ]. Moreover, the Bonferroni and Games-Howell post hoc comparisons indicate that the mean score for the stories and advertisements that conveyed the identity of Tunga ( $M= 0,02$ ,  $SD= 0.14$ ) was significantly different than the advertisements that conveyed the beliefs of Tunga ( $M= 0.01$ ,  $SD= 0.10$ ) or the immediate environment of the target group of Tunga ( $M= 0.01$ ,  $SD= 0.10$ ). the mean scores of the other advertisements did not significantly differ from each other.

The results per story goal show that the tweets and stories that promoted the reason to believe, have the most engagements together (59). Moreover, these tweets also have the highest amount of profile clicks (27), details expands (27), and the highest engagement rate (1,76%). However, these tweets do also have the lowest amount of link clicks (2) and likes (0). The stories that combined the reason to believe and the buying motives have the second most engagements (57). Additionally, these tweets together gathered 26 profile clicks, 22 detail expands, the most link clicks (9), the most likes (2), and an engagement rate of 1,31%. The tweets of that promoted the buying motives of Tunga seemed to attract the least engagements (41). Moreover, these tweets got 15 profile clicks, 21 detail expands, 5 link clicks, no likes at all, and an engagement rate of 1,31%. However, the one-way ANOVA indicated that the three different story frames did not significantly differ from each other either on Twitter.

Other variables that can give insights in how to compose a successful online marketing campaign, are the platforms your target group is on, from which country they are, and which gender they are. The different platforms that were measured are IOS devices, desktops and laptop computers, Android devices, Mobile web and other devices, and Blackberry phones and tablets. It turns out that

most people that have seen the tweets were on IOS devices (65%). Moreover, 92% of the total people that engaged in a way with the tweets were also on IOS devices. The other numbers and percentages about the platforms can be seen in table 4.3. There were five different countries targeted, the United States, the United Kingdom, the Netherlands, Belgium, Canada, and Australia. The times people viewed the ad, engaged with them, and the total engagement rate per country are almost equally provided. However, the tweets were viewed a bit more in the United States and the United Kingdom (22,5%), and in the Netherlands and Australia people seemed to engage a bit more with them (22%, 23%). Moreover, these countries also had the highest engagement rates (2,68%, 1,74%). The other numbers and percentages about the locations can be seen in table 4.4. Finally, the gender of the people who viewed and engaged with the nine tweets of Tunga was tracked. Here, the results were that 63% of the total audience was male, 35% female, and 2% unknown. Moreover, the percentages of engagements were similar, with 65% engagements coming from males, 32% by females, and 3% by unknown people. Lastly, the engagement rates did differ from the above results, because the people of unknown gender had an engagement rate of 1,9%, males of 1,45%, and females had an engagement rate of 1,31%

**Table 4.3. Insights into which platforms the Twitter participants were on**

|                                      | Impressions |        | Tweets Engagements (clicks) |      | Engagement Rate |
|--------------------------------------|-------------|--------|-----------------------------|------|-----------------|
| <b>IOS Devices</b>                   | 7274        | 65%    | 144                         | 92%  | 1,98%           |
| <b>Desktop and Laptop Computers</b>  | 2069        | 18,5%  | 5                           | 3%   | 0,24%           |
| <b>Android Devices</b>               | 1725        | 15,98% | 8                           | 5%   | 0,41%           |
| <b>Mobile Web on Other Devices</b>   | 54          | 0,5%   | 0                           | 0%   | 0%              |
| <b>Blackberry Phones and Tablets</b> | 2           | 0,02%  | 0                           | 0%   | 0%              |
| <b>Total</b>                         | 11124       | 100%   | 157                         | 100% | 1,41%           |

**Table 4.4. Insights into from which locations the Twitter participants were**

|                       | Impressions |       | Tweet Engagements (clicks) |      | Tweet Engagement Rate |
|-----------------------|-------------|-------|----------------------------|------|-----------------------|
| <b>Unites States</b>  | 2502        | 22,5% | 23                         | 15%  | 0,92%                 |
| <b>United Kingdom</b> | 2497        | 22,5% | 31                         | 20%  | 1,24%                 |
| <b>Netherlands</b>    | 1956        | 18%   | 34                         | 22%  | 1,74%                 |
| <b>Canada</b>         | 1792        | 16%   | 29                         | 18%  | 1,62%                 |
| <b>Australia</b>      | 1343        | 12%   | 36                         | 23%  | 2,68%                 |
| <b>Belgium</b>        | 991         | 9%    | 4                          | 2%   | 0,40%                 |
| <b>Total</b>          | 11124       | 100%  | 157                        | 100% | 1,41%                 |



#### 4.2.1.2 Facebook

The popularity of the nine Facebook posts was tested through the variables; the number of impressions, total engagements, likes, shares, link clicks, page likes, the engagement rate, total clicks, and the click through rate. Moreover, Facebook also measured the number of comments, but nobody commented on one of the nine posts. Furthermore, the results of the Facebook advertisements in this study were also divided by three motivations levels, and three different story goals. The motivation levels were focused on the Identity of Tunga, the beliefs, of Tunga, and the environment of the target group of Tunga. The story goals were promoting the reason to believe, the buying motives, and both of these in an advertisement. Moreover, insights are gathered about the locations where the people that engaged come from, which device or platform they used, and if they were male or female.

In table 4.5, the number of impressions, total engagements, likes, shares, link clicks, page likes, the engagement rate, the total clicks, and the click through rate of the nine posts is portrayed. However, the impressions will not be separately discussed because they were controlled to the extent that after the tweet reach a 1000 impressions, the ad was taken offline. These are thus the results of the times people interacted in some way with a Facebook advertisement that they saw on their news feeds. In total, all Facebook posts together have generated 131 engagements, wherefrom, 94 likes, 3 shares, 32 link clicks, 2 page likes, an engagement rate of 1,27%, a total of 159 clicks, and a click through rate of 1,54%. Furthermore, the advertisement that seemed to be the most popular on Facebook is the one that promoted the story about African Tunga-coder David and his journey. This post promoted the reason to believe of Tunga, and was in the motivation level that focused on carrying out the identity of Tunga. It has a total of 51 engagements and an engagement rate of 4, 56%. Furthermore, it also has the most likes (48), page likes (1), the most clicks in total (58), and the highest click through rate (5,19%). However, nobody shared this post, and it also does not have the most click links (2).

The second most popular Facebook advertisement is the one that promotes why creating meaningful and well-paid work in Africa and giving people the opportunity to take their future into their own hands is so important. This post promoted the reason to believe of Tunga, and was in the motivation level that focused on the carrying out the beliefs of Tunga. It has a total of 23 engagements and an engagement rate of 1,93%. Furthermore, it also has the second highest amount of likes (17), shares (1), the second most clicks in total (28), and the second highest click through rate (2,35%). Moreover, this post has 5 click links, and nobody liked the Tunga Facebook page after seeing this message. Then the advertisement that is third most popular of the nine messages is the story about what there is to gain in having an African external workforce for Western businesses. Furthermore, this advertisement promoted the buying motives of Tunga, and was in the motivation level that focused on carrying out the identity of Tunga. In total, it has 16 engagements and an engagement rate of 1,32%. Moreover, this post also scored the third highest on every separate form of engagement (likes (12), link clicks (4), total clicks(20), click through rate (1,65%)) except on the shares, and the page likes, because nobody shared or like the Facebook page of Tunga after seeing this message.

Therefore, these three Facebook advertisements seem to be the most popular and have the most potential to engage people. Moreover, none of the top 3 tweets were focused on the combination of the reason to believe and the buying motives, nor on the environment level.

**Table 4.5. Results of the nine Facebook advertisements**

|                                       | Impressions |       | Engagements |             |            |   | Engagement rate | Total clicks | CTR   |
|---------------------------------------|-------------|-------|-------------|-------------|------------|---|-----------------|--------------|-------|
|                                       | Total       | Likes | Shares      | Link clicks | Page likes |   |                 |              |       |
| <b>Identity: reason to believe</b>    | 1118        | 51    | 48          | -           | 2          | 1 | 4,56%           | 58           | 5,19% |
| <b>Identity: buying motives</b>       | 1212        | 16    | 12          | -           | 4          | - | 1,32%           | 20           | 1,65% |
| <b>Identity: combined</b>             | 1203        | 7     | 5           | -           | 1          | 1 | 0,58%           | 10           | 0,83% |
| <b>Total identity</b>                 | 3533        | 74    | 65          | -           | 7          | 2 | 2,10%           | 88           | 2,49% |
| <b>Beliefs: reason to believe</b>     | 1190        | 23    | 17          | 1           | 5          | - | 1,93%           | 28           | 2,35% |
| <b>Beliefs: buying motives</b>        | 1062        | 7     | 4           | 1           | 2          | - | 0,66%           | 7            | 0,65% |
| <b>Beliefs: combined</b>              | 1182        | 1     | -           | -           | 1          | - | 0,08%           | 1            | 0,08% |
| <b>Total beliefs</b>                  | 3434        | 31    | 21          | 2           | 8          | - | 0,90%           | 36           | 1,05% |
| <b>Environment: reason to believe</b> | 1122        | 6     | 1           | -           | 5          | - | 0,53%           | 7            | 0,62% |
| <b>Environment: buying motives</b>    | 1053        | 14    | 7           | 1           | 6          | - | 1,33%           | 17           | 1,61% |
| <b>Environment: combined</b>          | 1154        | 6     | -           | -           | 6          | - | 0,52%           | 11           | 0,95% |
| <b>Total environment</b>              | 3329        | 26    | 8           | 1           | 17         | - | 0,78%           | 35           | 1,05% |
| <b>Total</b>                          | 10296       | 131   | 94          | 3           | 32         | 2 | 1,27%           | 159          | 1,54% |

The results of the one-way ANOVA stated that there was also a significant effect at the  $p < .05$  level between the popularity of the nine advertisements on Facebook [ $F(8, 10287) = 16.64, p < .001$ ]. Moreover, the Bonferroni and Games-Howell post hoc comparisons indicate that the mean score of the story that conveys the identity and the reason to believe of Tunga ( $M = 0,22, SD = 0.15$ ) was significantly different from all the other advertisements. So this accounts for the advertisement that promoted the identity and buying motives ( $M = 0.01, SD = 0.11$ ), the identity and the combined story frame ( $M = 0.01, SD = 0.08$ ), the beliefs of Tunga and the reason to believe ( $M = 0.02, SD = 0.14$ ), the beliefs and the buying motives ( $M = 0.01, SD = 0.08$ ), the beliefs and the combined story frame ( $M = 0.00, SD = 0.03$ ), the advertisement that conveyed the immediate environment of the target group of Tunga and promoted the reason to believe ( $M = 0.01, SD = 0.07$ ), the environment and buying motives ( $M = 0.01, SD = 0.00$ ), and finally the ad that conveyed the immediate environment of the target group of Tunga and promoted the blog with the combined story frame ( $M = 0.01, SD = 0.07$ ). Moreover, the Bonferroni and Games-Howell post hoc comparisons also indicate that the mean score of the

story that conveys the beliefs and the reason to believe of Tunga ( $M=0.02$ ,  $SD=0.14$ ) was significantly different from the story that conveys the beliefs and promoted the story with the combined story frame ( $M=0.00$ ,  $SD=0.03$ ).

When looking at the various variables per motivation level, the identity level is the most popular. This is because it had the most engagements (74), likes (65), page likes (2), the highest engagement rate (2,10%), total clicks (88), and the highest click through rate (2,49%). This level does not score highest on shares (0) and link clicks (7). The level that seems to have the second highest potential for engagement on Twitter is the one that focuses on the beliefs and values of Tunga. This accounts for the total engagements (31), likes (21), link clicks (8), engagement rate (0,90%), and the total clicks (36). However, when it comes to the amount of shares (2) it scores highest of the three level, and has the same click through rate (1,05%) as the level that seemed to have the least potential for engagement on Facebook. This level is the one that entailed three posts that focused on the immediate environment of the target group of Tunga (26 total engagement, 8 likes, 1 share, 0 page likes, an engagement rate of 0,87%, a total of 35 clicks, and a click through rate of 1,05%). However, this level did have the most link clicks of all three levels (17). Here, the results of the one-way ANOVA stated that there was a significant effect at the  $p<.05$  level between the motivation levels on Facebook [ $F(2, 10293)= 14.61$ ,  $p<.001$ ]. Moreover, the Boneferroni and Games-Howell post hoc comparisons indicate that the mean score for the stories and advertisements that conveyed the identity of Tunga ( $M= 0,02$ ,  $SD= 0.14$ ) was significantly different than the advertisements that conveyed the beliefs of Tunga ( $M= 0.01$ ,  $SD= 0.09$ ) or the immediate environment of the target group of Tunga ( $M= 0.01$ ,  $SD= 0.09$ ).

The results per story goal show that the Facebook posts and stories that promoted the reason to believe, have the most engagements together (80). Moreover, these posts also have the highest amount of likes (66), link clicks (12), page likes (1), the highest engagement rate (2,33%), the highest amount of total clicks (93), and the highest click through rate (2,71%). However, these posts together do not have the most shares (1). The stories that promoted the buying motives have the second most engagements (37). Additionally, these advertisements together gathered 23 likes, the most shares (2), 12 link clicks, no page likes, an engagement rate of 1,11%, 44 total clicks, and a click through rate of 1,32%. The stories that combined the reason to believe and the buying motives of Tunga seemed to attract the least engagements (14). Moreover, these posts got 5 likes, no shares, 8 link clicks, 1 page like, an engagement rate of 0,40%, 22 total clicks, and a click through rate of 0,62%. Furthermore, the results of the one-way ANOVA stated that there was also a significant effect at the  $p<.05$  level between the three different story frames of the advertisements on Facebook [ $F(2, 10293)= 26.64$ ,  $p<.001$ ]. The Boneferroni and Games-Howell post hoc comparisons indicate that the mean score of the ads with the stories that included the reason to believe ( $M=0.02$ ,  $SD=0.15$ ) was significantly different from the advertisements that promoted the blogs that focused on the buying motives ( $M=0.01$ ,  $SD=0.11$ ) and the combined story frame ( $M=0.00$ ,  $SD=0.06$ ).

Other variables that can give insights in how to compose a successful online marketing campaign, are the platforms your target group is on, from which country they are, and which gender they are. The different platforms that were measured were IOS devices, desktops and laptop computers, Android devices, Mobile web and other devices, and total mobile devices. It turns out that most people that saw the Facebook advertisements were on mobile devices (87%), wherefrom 43% on Android and 42% on IOS devices. Moreover, people on android devices count for 54% of the engage, but the engagement rate is highest with the people that were on desktops (2,84%). The other numbers and percentages about the platforms can be found in table 4.6. There were five different countries targeted, the United States, the United Kingdom, the Netherlands, Belgium, Canada, and Australia. People from Belgium saw the Facebook posts the most, and they also engaged the most (41%). However, Americans have the highest engagement rate of all six countries (2,55%). The other numbers and percentages about the locations can be found in table 4.7. Finally, the gender of the people who viewed and engaged with the nine Facebook posts of Tunga was tracked. Here, the results were that 59% of the total audience was male, 40% female, and 1% unknown. Moreover, the percentages of engagements were similar, with 53% engagements coming from males, 46% by females, and 1% by unknown people. Lastly, the engagement rates did differ from the above results, because the people of unknown gender had an engagement rate of 1,94%, males of 1,12%, and females had an engagement rate of 1,43%.

**Table 4.6. Insights into which platforms the Facebook participants were on**

|                                    | Impressions |      | Engagements |      | Engagement Rate |
|------------------------------------|-------------|------|-------------|------|-----------------|
| <b>Desktop</b>                     | 1339        | 13%  | 38          | 29%  | 2,84%           |
| <b>IOS Devices</b>                 | 4324        | 42%  | 20          | 16%  | 0,46%           |
| <b>Android Devices</b>             | 4427        | 43%  | 70          | 54%  | 1,58%           |
| <b>Mobile Web on Other Devices</b> | 206         | 2%   | 1           | 1%   | 0,49%           |
| <b>Total mobile devices</b>        | 8957        | 87%  | 91          | 71%  | 1,02%           |
| <b>Total</b>                       | 10296       | 100% | 129         | 100% | 1,25%           |

**Table 4.7. Insights into from which locations the Facebook participants were**

|                       | Impressions |      | Engagements |      | Engagement Rate |
|-----------------------|-------------|------|-------------|------|-----------------|
| <b>Unites States</b>  | 1647        | 16%  | 42          | 32%  | 2,55%           |
| <b>United Kingdom</b> | 1442        | 14%  | 11          | 9%   | 0,76%           |
| <b>Netherlands</b>    | 927         | 9%   | 21          | 16%  | 2,27%           |
| <b>Canada</b>         | 1338        | 13%  | 2           | 2%   | 0,15%           |
| <b>Australia</b>      | 206         | 2%   | 0           | 0%   | 0%              |
| <b>Belgium</b>        | 4530        | 44%  | 53          | 41%  | 1,17%           |
| <b>Unknown</b>        | 206         | 2%   | 0           | 0%   | 0%              |
| <b>Total</b>          | 10296       | 100% | 129         | 100% | -               |

#### 4.2.1.3 LinkedIn

The popularity of the nine LinkedIn posts was tested through the variables; the number of impressions, total engagements, total social action, likes, link clicks, page likes, the engagement rate, and the click through rate. Moreover, LinkedIn also measured the number of shares comments, but nobody shared or commented on one of the nine posts. Furthermore, the results of the LinkedIn advertisements in this study were also divided by three motivations levels, and three different story goals. The motivation levels were focused on the Identity of Tunga, the beliefs, of Tunga, and the environment of the target group of Tunga. The story goals were promoting the reason to believe, the buying motives, and both of these in an advertisement.

In table 4.8, the number of impressions, total engagements, total social actions, likes, link clicks, page likes, the engagement rate, and the click through rate of the nine posts is portrayed. However, the impressions will not be separately discussed because they were controlled to the extent that every LinkedIn post received around 600 impressions. These are thus the results of the times people interacted in some way with a LinkedIn advertisement that they saw on their news feeds. In total, all LinkedIn posts together have generated 21 engagements, wherefrom, 5 social actions, 5 likes, 14 link clicks, 2 page likes, an engagement rate of 0,37%, and a click through rate of 0,25% (N=5563).

On LinkedIn, there are three advertisements that seemed to be the evenly popular, when it comes to total engagements. These are, firstly, the one that promoted the story about African Tunga-coder David and his journey. This post promoted the reason to believe of Tunga, and was in the motivation level that focused on carrying out the identity of Tunga. It has a total of 4 engagements and an engagement rate of 0,63%. Furthermore, it also has 3 link clicks, 1 page like, and a click through rate of 0,47%. Secondly, the story about what there is to gain in having an African external workforce for Western businesses. Furthermore, this advertisement promoted the buying motives of Tunga, and was in the motivation level that focused on carrying out the identity of Tunga. It has a total of 4 engagements and an engagement rate of 0,65%. Furthermore, it also has 2 social actions, 2 likes, 2 link clicks, and a click through rate of 0,32%. And thirdly, the story about the innovation landscape of

Africa. This post promoted the reason to believe of Tunga, and was in the motivation level that focused on promoting the immediate environment of the target group of Tunga. It has a total of 4 engagements and an engagement rate of 0,65%. Furthermore, it also has 1 social action, 1 likes, 3 link clicks, and a click through rate of 0,49%. Therefore, these three LinkedIn advertisements seem to be the most popular and have the most potential to engage people. Moreover, none of the top 3 tweets were focused on the combination of the reason to believe and the buying motives, nor on the beliefs level. A one-way ANOVA was also carried out but there was no significant effect found between the popularity of the nine advertisements on LinkedIn.

When looking at the various variables per motivation level, the identity and the environment level are evenly popular. This is because it they both have 8 engagements, and an engagement rate of 0,43%. However, there is a difference in how the engagements are divided among them. On the identity level, there are 2 social actions, 2 likes, 5 link clicks, 1 page like, and a click through rate of 0,27%. Whereas, the environment level only 1 social action, and 1 like. However, this level has more link clicks (7), and also a higher click through rate (0,37%). The level that seemed to have the least potential for engagement is the one that entailed three posts that focused on the beliefs and values of Tunga. This level has a total of 5 engagements, 2 social actions, 2 likes, 2 link clicks, 1 page like, an engagement rate of 0,26%, and a click through rate of 0,10%. There was also a one-way ANOVA carried out, but the results stated that there was a no significant effect at the  $p < .05$  level between the motivation levels on LinkedIn.

Finally, the results per story goal show that the LinkedIn posts and stories that promoted the reason to believe, have the most engagements together (9). Moreover, these posts also have the highest amount of link clicks (7), page likes (1), the highest engagement rate (0,47%), and the highest click through rate (0,36%). However, these posts together do not have the most social actions (1), and likes (1). The stories that promoted the buying motives have the second most engagements (7). Additionally, these advertisements together gathered 2 social actions, 2 likes, 5 link clicks, no page likes, an engagement rate of 0,38%, and a click through rate of 0,27%. The stories that combined the reason to believe and the buying motives of Tunga seemed to attract the least engagements (5). Moreover, these posts got 2 social actions, 2 likes, 2 link clicks, 1 page like, an engagement rate of 0,26%, and a click through rate of 0,10%. Here, the one-way ANOVA that was carried out did not result into significant differences between the three different story frames of the advertisements on LinkedIn.

**Table 4.8. Results of the nine LinkedIn advertisements**

|                                       | Impressions |                      | Engagements |             |            |   | Engagement rate | CTR   |
|---------------------------------------|-------------|----------------------|-------------|-------------|------------|---|-----------------|-------|
|                                       | Total       | Total social actions | Total Likes | Link clicks | Page likes |   |                 |       |
| <b>Identity: reason to believe</b>    | 632         | 4                    | -           | -           | 3          | 1 | 0,63%           | 0,47% |
| <b>Identity: buying motives</b>       | 617         | 4                    | 2           | 2           | 2          | - | 0,65%           | 0,32% |
| <b>Identity: combined</b>             | 627         | -                    | -           | -           | -          | - | 0,00%           | 0,00% |
| <b>Total identity</b>                 | 1876        | 8                    | 2           | 2           | 5          | 1 | 0,43%           | 0,27% |
| <b>Beliefs: reason to believe</b>     | 651         | 1                    | -           | -           | 1          | - | 0,15%           | 0,15% |
| <b>Beliefs: buying motives</b>        | 602         | 1                    | -           | -           | 1          | - | 0,17%           | 0,17% |
| <b>Beliefs: combined</b>              | 663         | 3                    | 2           | 2           | -          | 1 | 0,30%           | 0,00% |
| <b>Total beliefs</b>                  | 1916        | 5                    | 2           | 2           | 2          | 1 | 0,26%           | 0,10% |
| <b>Environment: reason to believe</b> | 617         | 4                    | 1           | 1           | 3          | - | 0,65%           | 0,49% |
| <b>Environment: buying motives</b>    | 623         | 2                    | -           | -           | 2          | - | 0,32%           | 0,32% |
| <b>Environment: combined</b>          | 631         | 2                    | -           | -           | 2          | - | 0,32%           | 0,32% |
| <b>Total environment</b>              | 1871        | 8                    | 1           | 1           | 7          | - | 0,43%           | 0,37% |
| <b>Total</b>                          | 5663        | 21                   | 5           | 5           | 14         | 2 | 0,37%           | 0,25% |

#### 4.2.1.4 All social media platforms together

In order to see the results of the popularity of the in total 27 advertisements on Twitter, Facebook, and LinkedIn all impressions, and total engagements were summed up. Moreover, the engagement rate was calculated. Furthermore, the results of the advertisements in this study were also divided by three motivations levels, and three different story goals. The motivation levels were focused on the Identity of Tunga, the beliefs, of Tunga, and the environment of the target group of Tunga. The story goals were promoting the reason to believe, the buying motives, and both of these in an advertisement.

In table 4.9, the number of impressions, total engagements, and the engagement rate are portrayed. However, the impressions will not be separately discussed because they were controlled to the extent that every advertisement received around 1000 impressions, except for the posts on LinkedIn, that received 600 views each. These are thus the results of the times people interacted in some way with an advertisement on Twitter, Facebook, or LinkedIn that they saw on their news feeds, and then

all added together. In total, 289 engagements were generated, and the average engagement rate was 1,07 (N=27023). The advertisement that seemed to be the most popular when adding all social media platforms together, is the one that promoted the story about African Tunga-coder David and his journey. This post promoted the reason to believe of Tunga, and was in the motivation level that focused on carrying out the identity of Tunga. It has a total of 81 engagements and an engagement rate of 2,77%. The second most popular advertisement is the story that promoted the story about why African coders are better suited for the gig economy than Western coders. This story and tweet combined the reason to believe and buying motives in one tweet, and was in the highest motivational level, which is identity. It has a total of 49 engagements and an engagement rate of 1,30%. Then the advertisement that is third most popular advertisement is the one that promotes why creating meaningful and well-paid work in Africa and giving people the opportunity to take their future into their own hands is so important. This post promoted the reason to believe of Tunga, and was in the motivation level that focused on the carrying out the beliefs of Tunga. It has a total of 43 engagements and an engagement rate of 1,46%. Moreover, none of the top 3 advertisements were focused on the the buying motives of Tunga, nor on the environment level.

A one-way ANOVA was also carried out, and the results stated that there was also a significant effect at the  $p < .05$  level between the popularity of the nine advertisements on Facebook [ $F(8, 27014) = 13.50, p < .001$ ]. Moreover, the Bonferroni and Games-Howell post hoc comparisons indicate that the mean score of the story that conveys the identity and the reason to believe of Tunga ( $M = 0.03, SD = 0.00$ ) was significantly different from all the other advertisements. So this accounts for the advertisement that promoted the identity and buying motives ( $M = 0.01, SD = 0.00$ ), the identity and the combined story frame ( $M = 0.01, SD = 0.00$ ), the beliefs of Tunga and the reason to believe ( $M = 0.02, SD = 0.00$ ), the beliefs and the buying motives ( $M = 0.01, SD = 0.00$ ), the beliefs and the combined story frame ( $M = 0.00, SD = 0.00$ ), the advertisement that conveyed the immediate environment of the target group of Tunga and promoted the reason to believe ( $M = 0.01, SD = 0.00$ ), the environment and buying motives ( $M = 0.01, SD = 0.00$ ), and finally the ad that conveyed the immediate environment of the target group of Tunga and promoted the blog with the combined story frame ( $M = 0.01, SD = 0.00$ ). Moreover, the Bonferroni and Games-Howell post hoc comparisons also indicate that the mean score of the story that conveys the identity and buying motives of Tunga ( $M = 0.01, SD = 0.00$ ) was significantly different from the story that conveys the beliefs and promoted the story with the combined story frame ( $M = 0.00, SD = 0.0$ ). Furthermore, the advertisement on all social media platforms together, that conveyed the identity of Tunga and used the combined story frame ( $M = 0.01, SD = 0.00$ ), and the ads that promoted the beliefs and reason to believe of Tunga ( $M = 0.02, SD = 00.00$ ) are significantly different from the story that conveys the beliefs and promoted the story with the combined story frame ( $M = 0.00, SD = 0.0$ ).

When looking at the total engagements, and engagement rate per motivation level, the identity level is most popular. In total this level generated 167 engagements, and an engagement rate of 1,73%.



Here, the results of the one-way ANOVA results stated that there was a significant effect at the  $p < .05$  level between the motivation levels of all social media platforms together [ $F(2, 27020) = 23.08, p < .001$ ]. Moreover, the Bonferroni and Games-Howell post hoc comparisons indicate that the mean score for the advertisements that conveyed the identity of Tunga ( $M = 0.02, SD = 0.13$ ) was significantly different than the advertisements that conveyed the beliefs of Tunga ( $M = 0.01, SD = 0.09$ ) or the immediate environment of the target group of Tunga ( $M = 0.01, SD = 0.09$ ).

Finally, the results per story goal show that the advertisements that promoted the reason to believe, have the most engagements together (148). Moreover, these posts also have the highest engagement rate (1,70%). The stories that promoted the buying motives of Tunga has the second most engagements (85), and the second highest engagement rate (1,00%). The advertisements that combined the reason to believe and the buying motives of Tunga seemed to attract the least engagements in total (76). Moreover, the engagement rate was 0,77. Furthermore, the results of the one-way ANOVA that was carried out stated that there was also a significant effect at the  $p < .05$  level between the three different story frames of the advertisements on all social media platforms together [ $F(2, 27020) = 18.83, p < .001$ ]. Moreover, the Bonferroni and Games-Howell post hoc comparisons indicate that the mean score of the ads with the stories that included the reason to believe ( $M = 0.02, SD = 0.13$ ) was significantly different from the advertisements that promoted the blogs that focused on the buying motives ( $M = 0.01, SD = 0.10$ ) and the combined story frame ( $M = 0.01, SD = 0.09$ ).

**Table 4.9. Results of the nine advertisements on all social media platforms together**

|                                       | <b>Impressions</b> | <b>Total engagements</b> | <b>Engagement rate</b> |
|---------------------------------------|--------------------|--------------------------|------------------------|
| <b>Identity: reason to believe</b>    | 2919               | 81                       | 2,77%                  |
| <b>Identity: buying motives</b>       | 2946               | 37                       | 1,26%                  |
| <b>Identity: combined</b>             | 3770               | 49                       | 1,30%                  |
| <b>Total identity</b>                 | 9635               | 167                      | 1,73%                  |
| <b>Beliefs: reason to believe</b>     | 2936               | 43                       | 1,46%                  |
| <b>Beliefs: buying motives</b>        | 2773               | 19                       | 0,69%                  |
| <b>Beliefs: combined</b>              | 3084               | 9                        | 0,29%                  |
| <b>Total beliefs</b>                  | 8793               | 71                       | 0,81%                  |
| <b>Environment: reason to believe</b> | 2831               | 24                       | 0,85%                  |
| <b>Environment: buying motives</b>    | 2791               | 29                       | 1,04%                  |
| <b>Environment: combined</b>          | 2973               | 18                       | 0,61%                  |
| <b>Total environment</b>              | 8595               | 51                       | 0,59%                  |
| <b>Total</b>                          | 27023              | 289                      | 1,07%                  |

## 5. Conclusion & Discussion

In this last chapter, the research question will be answered. Furthermore, the findings of the study will be presented in a comprehensive way in the conclusion, and the main findings will be summarized. Also, a relation between the existing theory and the outcomes of the study will be established. Subsequently, there will be reflected upon the thesis and the implications for future research, as well as limitations of the study will be discussed in the discussion.

### 5.1 Conclusion

This study has been concerned with two aspects of online marketing campaigns, namely storytelling in blogs and online advertisements on Twitter, Facebook, and LinkedIn. Moreover, it aimed to provide an answer to the question: *Which storytelling strategies are most effective in telling the social good story of Tunga and creating a successful online marketing campaign?* To be able to answer this research question, nine blogs were written, and an quantitative automated experiment was carried out to test which stories created the most engagement via advertisements on Twitter, Facebook, and LinkedIn.

As concluded from the theoretical framework, stories can be framed in many ways, and the theme and goals of a story are important to determine, as well as the choice of channel to promote the story (Denning, 2006; Greimas, 1971; Machill, Köhler, & Waldhauser, 2007; Mares & Weinberg, 2014; Saxton, 2008; Willems, 2011). Moreover, the definition of digital storytelling and research on online marketing suggest that a personal approach in storytelling works best (Meadows, 2003 in Rossiter & Garcia, 2010, p. 37; Lambert, 2013). This is also confirmed by the results of this study. Namely, the story about Tunga-coder David Semakula and his journey about how he joined Tunga and why he is a software developer, was the most popular story and advertisement on Facebook, Twitter, and all social media platforms added together. This story also conveyed the identity and reason to believe of Tunga. On Twitter this ad showed the most potential and created the most engagements. Moreover, it significantly differed from the advertisement about why Tunga was founded.

Furthermore, on Facebook and when the results of all social media advertisements were added together, the story about David significantly differed from all the other advertisements. Other stories and advertisements that showed great potential to create engagement and share the social good story of Tunga were the story about what there is to gain from having an African remote workforce, the story about why African coders are more suited for the gig economy than their Western counterparts, and the story about why creating meaningful and well-paid work for African coders is so important. The total engagement on all these ads significantly differed from the story about why Tunga was founded on either Twitter, Facebook, or on all platforms together. This is also the story that showed the least potential to create engagement. Finally, it is important to note here that the most popular stories and

advertisements are not in any case targeted on the immediate environment of the target group of Tunga. Moreover, the most popular stories all have engagement rates that often reached far above 1%. This indicates that these ads are of high quality and that these stories appeal to the target group of Tunga.

The overarching themes of the nine blogs were all based on the motivational levels, and in combination with the three storytelling frames the exact topics of the stories were decided. The motivational levels provide insights in which aspects of the brand Tunga can and should be communicated, and predict which stories will motivate more people to engage online. The test results seem to confirm the theoretical model for the most part. According to Saxton's (2008) hierarchy of motivations, the three stories about the identity and vision of Tunga will only attract people that are truly in agreement with Tunga's vision of the world. However, on this level it is the hardest to create online engagement out of nowhere. The opposite is true for the lowest level of immediate environment. Here, the entry level to engage for people is lowest, so it is expected that the three stories at this level will lead to the most engagements. However, it could also work the other way around, as the identity level has the lowest need for tangible rewards, and the level of immediate environment has the highest need of tangible rewards. In the stories as well as the advertisements there are no tangible rewards given to the readers other than perhaps valuable information or inspiring ideas. Therefore, it could also be the case that the stories within the identity level will generate the most engagements. The middle level of beliefs and values was expected to score the second most engagements, according the hierarchy of motivations (Saxton, 2008).

It turns out that this second option seems to be the case, the three stories that promoted the identity and vision of Tunga create the most engagement or traction on all social media platforms. Moreover, there are significant differences between the amount of engagements on the stories in this level and the stories that conveyed the beliefs of Tunga or targeted the environment of the target group of Tunga on Twitter, Facebook, LinkedIn, and all the platforms together. It is remarkable that such clear differences are found here, and that the people that engaged with these advertisements and stories are truly behind the identity and vision of Tunga. This thus also seems to be a confirmation of the value of Tunga in general. Moreover, Saxton's (2008) model also seems to fit with these results, because organic posts on social media normally do not include tangible rewards. Therefore, stories that clearly convey the identity and vision of an organisation with a social goal seem to be the strongest to build a loyal community on social media platforms (Saxton, 2008). However, it is also important to keep in mind that all motivational levels are important to communicate in a marketing campaign in order for people to get a complete image of a brand (Saxton, 2008).

Furthermore, it seems like the advertisements that carried out Tunga's beliefs create the second most engagements, and the stories in the environment level show the least potential to create engagement and therefore tell and spread the social good story of Tunga. This is also just like Saxton's (2008) hierarchy of motivations predicts. However, no significant differences are found between these

two motivation levels. Besides, it is likely that the low engagements with the stories that targeted the interests of Tunga's target group can be explained by the size of the target groups that is used in this study. Facebook, Twitter, and also LinkedIn all demand a big target group, in order to show the advertisements to enough individual people. And especially if the budget is not very high this demanded size is very high. Therefore, as the analysis would not allow to accurately identify specific characteristics of the target group, it is possible that the included people in the target group are not the ideal group of people that Tunga would normally focus their messages on, and thus did not engage as much to these stories.

Furthermore, the blogs are also based on one of Willems' (2011) three options to communicate sustainable aspects of a brand, that were discussed in the theoretical framework (Willems, 2011). This option was that it is important to always create relevance among customers through product features. This can be done in three ways: (1) stories that solely focus on the reason to believe of Tunga; (2) stories that solely focus on the buying motives of Tunga that do not mention the social goals of the company; and (3) stories that combine these two frames were also tested in this study. Each of these options was tested in every motivational level, so of the in total nine blogs, there are every time three stories that all have the same story frame.

The results of this study show that the stories and advertisements that promoted the reason to believe of Tunga create the most engagement on each platform, as well as all platforms together. On Facebook and on all platforms together, these ads significantly differ from the other two frames. However, on Twitter and LinkedIn no significant differences are found between the three story frames. Also, the stories and advertisements that solely conveyed the buying motives seem to be least successful in spreading the story of Tunga and creating engagement. However, there are also no significant differences found here. The fact that the ads and stories that focused solely on the buying motives create the least traction can indicate that the fact that Tunga has a social message to share is valued by people and it offers Tunga a competitive advantage over their competition that has no social goals.

Moreover, the popularity of the stories with the reason to believe story frame, indicates that the social good message is literally a reason to believe and interact with Tunga. Additionally, the reason why the ads that conveyed the reason to believe worked so well could perhaps be explained by the fact that social media platforms are not initially built and used to sell things or services on. They are mostly used for sharing social stories and news (Perrin, 2015). Likewise, in general the stories that had the reason to believe as a story frame were more focused on those two aspects than the stories with the other two story frames, because there were always buying motives involved in those messages. Moreover, what was not measured in this study is if messages that convey the reason to believe will also lead to more conversions and actual clients for Tunga. Therefore, more tests have to be carried out in the future to validate if these storytelling techniques work in the same way to create engagement with a brand as well as to create conversions.

Finally, when applying the results to the case of Tunga, it seems that Twitter is the best platform to share and promote their social good story. Moreover, it did so in the shortest amount of time and for the least amount of money. This is especially important for Tunga, as they are a start-up and rely on funding (See appendix B, which contains the budget used for the advertising campaigns on each social media platform). Non-profit organisations, social enterprises, as well as start-ups often do not have very large marketing budgets, so it is ideal to see results fast and at the same time do not spend too much money on marketing efforts. So to conclude and give a concise answer to the research question, the most effective storytelling strategies in telling the social good story of Tunga are focusing the messages on the identity and reason to believe of Tunga. Moreover, it is likely that this will be the most effective and efficient on Twitter. Therefore, it can also be suggested that Twitter should be the core social media channel of Tunga. These insights can be the starting point of building a successful online marketing campaign on multiple channels. However, it is no guarantee and it is important to keep in mind that it requires a tremendous amount of planning, effort and refinement before you start to see the results of a successful online marketing campaign (Johansson, 2016).

## **5.2 Discussion**

Over the last decades, storytelling methods have gained ample attention among scholars in the marketing field. Moreover, integrating the widespread concerns about social issues and the environment into marketing strategies can be traced back by about forty years (Peattie, 2001). Surprisingly, most research on the field tends to be conceptually driven (Barnes, 2003; Dowling, 2006; Driscoll & McKee, 2007; Larsen, 2000). Therefore, there is not much empirical research analysing corporate stories and what they consist of within brand communities. Moreover, this is especially not the case for NGO's, non-profit organisations, and social enterprises (Spear & Roper, 2013). The aim of this study was to address these gaps by combining storytelling theory and practice, and to test the effectiveness of storytelling elements in digital marketing campaigns of non-profit organisations for social change (Spear & Roper, 2013). Moreover, despite increasing specialization in the field, most organisations still need help in learning effective ways to make use of storytelling techniques (Denning, 2006). The present study, therefore, did not only attempt to contribute to the academic literature, but also helped enable organisations to fully benefit from using storytelling techniques relating to the social good in their marketing campaigns.

By taking the case study of Tunga, more insights were gained in understanding how the social good story of an organisation can be used most effectively to build a successful marketing campaign and eventually a successful corporate brand. Hence, a strong aspect of this study concerns the quantitative automated experiment, which provided an exact example of how an advertising campaign on social media would be set up in practice. However, a limitation of this approach is that not everything in the experiment could be controlled. All three social media platforms that were tested all have different algorithms, and it is not made public how the advertising process works precisely.

Moreover, because of the different advertising options per platform, the target group was not completely the same and of similar size everywhere. However, there were also benefits to this approach of testing multiple platforms, because three of the most popular social media platforms to promote brands were tested. This allowed the results to not be constrained by only one platform, and therefore, useful insights about the communication strategies of Tunga per platform could be gathered. Furthermore, as this study was very exploratory, it offers many useful insights in how the theory applies to the practical situation of marketing social good stories.

There are also several other limitations of this study that require mentioning. As the study was mainly about the engagements with the advertisements, many people that engaged with them did not actually read the whole blogs on Medium. This can be concluded after seeing the lower amount of views and reads of the stories on Medium. It is the author's opinion that the advertisements all conveyed the moral of each blog. Moreover, this is also how corporate stories are carried out in practice. However, it would have also been useful if more people read the full stories and then their engagement with the blogs was tested. Also, the advertisements on LinkedIn did not get as many impressions as the ones on Facebook and Twitter. This was due to the unforeseen high costs of advertising on LinkedIn, in combination with the generally low engagement rate on LinkedIn posts. Therefore, future research should explore the potential of advertising social good stories on LinkedIn further. This is also because the results relating to LinkedIn in this study seem to have the same tendencies as the significant differences found in Twitter and Facebook. So by showing ads to more people, the tendencies that this study showed could possibly be confirmed. However, as the costs are so high and the profits seem to be so low, this way of advertising on LinkedIn might just not be the best way to promote a social good story.

Some suggestions for future research have already been mentioned above. However, there are also some other relevant recommendations that should be mentioned. First of all, it is necessary to also test the 'capability' and 'specific action' levels from the hierarchy of motivations (Saxton, 2008). Then the complete model would be tested, and it would be interesting to see if the results would still fit the model. However, this is of course not possible for every company or case study, just like it was not possible in the case of Tunga. Moreover, the hierarchy of motivations should also be tested multiple times and for different kinds of organisations, in order to confirm if it works in practice. These suggestions also account for the different story frames of Willems (2011). Besides, in this study only one of his options to communicate sustainable policies was tested. Therefore, all three options should be tested and compared to each other. Also, in order to further confirm what motivates people to engage with the social good stories of social enterprises, non-profit organisations or charities, it would be good to qualitatively explore their reasons and support the quantitative results. Also, it might be that there are actually differences between communicating and engaging people with social good stories from social enterprises, non-profit organisations and charities. Therefore, future research should also make a clear distinction between these different types of organisations.

Another suggestion that would confirm the results of this study concerns the development of more empirical research with a higher budget, a longer running time, and more impressions and engagements. Marketing budgets are usually much bigger than the budget used in this study, so it would be interesting to see if the same results would come out. However, it would be even better if these frames and motivational levels were tested at organisations that already have a big social media following. Moreover, different kinds of advertising should be tested. For instance, different places like the right columns on Facebook, or the profile pages on Twitter can be compared with organic posts.

Also, there are many different tools nowadays to compose stories, posts, and advertisements. In this study, a combination of texts and a picture per story was tested. However, it would also be very interesting to explore different ways of storytelling in videos for example. As video is the medium of the future because it is predicted that 80% of global internet traffic will be video in 2019. Moreover, more than 50% of people on social media watch at least one video per day already (Walters, 2015). So all in all, this study provided very useful exploratory insights into what the best practices are to promote sustainable policies and create engagement around the social good stories of social enterprises and non-profit organisations. However, it is also important that further research is done to validate the results of this study further, and to explore more types of storytelling for marketing purposes.



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## Appendix A

Table A1. Greimas actantial model applied to the blogs of Tunga

| Greimas         | Blog 1            | Blog 2                                    | Blog 3  | Blog 4  | Blog 5  | Blog 6                               | Blog 7                                      | Blog 8  | Blog 9  |
|-----------------|-------------------|---|---|---|---|--------------------------------------|---|---|---|
| <b>Subject</b>  | Coder David       | African remote workforce                  | African coders  | African Youths  | Western software developers                             | Ernesto                              | African innovation landscape                | Remote workers  | African remote workers  |
| <b>Object</b>   | Share his journey | Convince of the gains of remote workforce | Convince of the suitability of African coders for the gig economy | Convince of why creating meaningful and well-paid work in Africa is important | Informing about scarcity problem of software developers | Share why he set up Tunga            | Informing about innovation landscape Africa | Convincing of why many companies already work with remote workers | Convincing of why it's a good idea to mobilize African remote workers |
| <b>Sender</b>   | Rosa/Tunga        | Rosa/Tunga                                | Ernesto/Tunga   | Rosa/Tunga  | Rosa/Tunga  | Ernesto                              | Rosa/Tunga                                  | Rosa/Tunga  | Rosa/Tunga  |
| <b>Receiver</b> | David             | Western businesses                        | Western businesses  | Western businesses  | Western entrepreneurs                                   | Western entrepreneurs                | Western entrepreneurs                       | Western Businesses  | Western businesses  |
| <b>Opponent</b> | Job Market Africa | Reputation Africa                         | Western coders  | Job market Africa   | Growth of demand software developers                    | Growth of demand software developers | General perception of Africa(ns)            | Traditional views and beliefs                                     | Reputation Africa and traditional beliefs                             |
| <b>Helper</b>   | Tunga             | Tunga                                     | Tunga   | Tunga   | Tunga   | Tunga                                | Tunga                                       | Tunga   | Tunga   |

## Appendix B

Table B1. Costs per engagement per on Twitter, Facebook, LinkedIn, and all social media platforms together

|                                       | <b>CPE<br/>Twitter</b> | <b>CPE<br/>Facebook</b> | <b>CPE<br/>LinkedIn</b> | <b>CPE all Social Media<br/>Platforms</b> |
|---------------------------------------|------------------------|-------------------------|-------------------------|---|
| <b>Identity: reason to believe</b>    | 0,07                   | 0,36                    | 4,68                    | 5,11                                      |
| <b>Identity: buying motives</b>       | 0,08                   | 0,45                    | 2,59                    | 3,12                                      |
| <b>Identity: combined</b>             | 0,08                   | 0,55                    | 0                       | 0,63                                      |
| <b>Total identity</b>                 | 0,08                   | 0,39                    | 4,4                     | 5,5                                       |
| <b>Beliefs: reason to believe</b>     | 0,15                   | 0,31                    | 9,24                    | 9,7                                       |
| <b>Beliefs: buying motives</b>        | 0,14                   | 0,51                    | 8,55                    | 9,2                                       |
| <b>Beliefs: combined</b>              | 0,12                   | 1,77                    | 2,07                    | 3,96                                      |
| <b>Total beliefs</b>                  | 0,14                   | 0,4                     | 4,8                     | 5,34                                      |
| <b>Environment: reason to believe</b> | 0,11                   | 1,33                    | 3,01                    | 4,45                                      |
| <b>Environment: buying motives</b>    | 0,14                   | 0,3                     | 4,32                    | 4,76                                      |
| <b>Environment: combined</b>          | 0,11                   | 0,88                    | 7,29                    | 8,28                                      |
| <b>Total environment</b>              | 0,12                   | 0,67                    | 4,4                     | 5,19                                      |
| <b>Total</b>                          | 0,1                    | 0,45                    | 4,5                     | 5,05                                      |
| <b>Total costs per campaign</b>       | 15,81                  | 58,61                   | 93,6                    | 168,02                                    |

## Appendix C.

### Links to stories and the whole stories

Stories per Motivation levels/themes

- **Identity/Mission (to create meaningful and well-paid work for talented African youths)**
- Promoting reason to believe

<https://medium.com/the-tunga-blog/developer-spotlight-david-semakula-5ad46ce9b53a#.fr3opof2o>



Many African countries have very high youth unemployment rates, and there is no sign that the population growth is slowing down. Being a student myself, I've experienced how hard it can be to find a job on the side or an internship that you like nowadays, even in a relatively prosperous country like the Netherlands. Let alone, finding a job that you're passionate about and makes you feel meaningful and empowered. Still, that's exactly what Kampala based Tunga-coder David is trying to achieve. I asked him about his journey.

Being born in a middle class family in Kampala, Uganda is not the same as it is in Western-Europe. Although Tunga-coder David had the opportunity to go to university he soon found out that it would take him much more than just software programming skills to be able to make a decent living. David is now 26 and says he chose to pursue coding because "I was pretty good at programming. So after I graduated it was a skill I felt I could put to use in the market". This turned out to be not that easy after all, as he found out that you have to "hustle" a lot to get interesting projects that also pay a fair amount. This changed when he heard about Tunga from a friend last year. David's friend told him that there was a platform in the making that connects African coders to international software projects. Furthermore, Bart, product lead of Tunga, was in Uganda at that time to look for talented developers. Bart noticed David's drive and that's how he became part of the core team.



Not only did David turn out to have very advanced coding skills, he really impressed Tunga management by his proactive stance and ability to communicate and truly understand what is needed. All skills that are generally scarce among software programmers, whether they come from Africa, Europe or the US. David is now tech lead for Tunga, a role that even gave him the opportunity to travel to another country and continent for the first time to join the Tunga team at startup-festival Uprise in Amsterdam last April!

So far, David has worked on multiple projects, and likes to work on back-ends, data processing, and Building APIs. Moreover, Tunga seems to allow him to think like an entrepreneur, as he likes personal projects on the side, that he hopes to breakthrough so that he can eventually start his own company. Although Tunga is still in its early stages, it already has various active users that regularly post software tasks on the platform. And for me personally, to hear from David that Tunga is already empowering him and that he has such strong believe in the concept, is really inspiring.

What do you think about David's story? Let us know in the comments section below, [send us a tweet](#), or follow us here on Medium or [Facebook](#).

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- Promoting buying motives

<https://medium.com/the-tunga-blog/the-4-biggest-gains-about-having-an-external-workforce-of-african-coders-for-western-businesses-c20b119b947a#ty9qh2giq>



Western businesses are increasingly discovering that working with a remote workforce is actually an attractive alternative. And in many cases that includes workers from abroad, especially where it concerns software developers. But for most of them, Africa is still not the most logical choice. That might change, however, if you consider these 4 gains of working with an external workforce of African coders:

**Talented people from the African continent can fill the void of the big shortages of software developers in the Western world.** At Tunga, I found out that many companies struggle with finding good software developers when they actually need them. I think the opposite is true for many African cities. The populations there are growing, and because of the increasing global diffusion of digital technologies and networks, there's a big pool of untapped talent walking around there.

**Many governments, NGO's and non-profits, make sure people from African countries, achieve quality education and attain the skills that so many Western businesses need.** In the last 10 years, there's been an increasing focus on technical education and entrepreneurial initiatives in the developing world. For example, the Rockefeller Foundation works on the creation of sustainable employment opportunities through digital jobs in Sub-Saharan Africa.

**There's also a financial advantage when it comes to hiring remote workers from Africa.** Darcy Dwyer is co-founder of Rwanda-based startup Gawana. She started working with Tunga because she wants her business to be as much as possible 'for locals by locals'. But as a startup is cash poor, using local developers allows her to keep costs under control much better than if she would be using western developers. At the same time, through Tunga she still pays these developers significantly more than they would be able to earn on the local market. Everybody happy!

One problem can be asynchronous worktimes. In my experience, it means that overlap and the right tools (like Slack and Trello) are key. It can work very well if you create a constant line of discussion (other than email!) so that collaboration can still happen. I think, in the end, it's just a matter of getting used to a new way of collaborating. And if you do get used to it, **you'll end up with a very eager and hardworking 24-hour team**, as many African software developers are very excited to work on and be part of Western projects.

So in sum, benefits of mobilizing an African external workforce are; fair rates, high-quality work, and eager workers that can start right away. Now time zones don't seem like a big hurdle anymore (at least to me they don't).

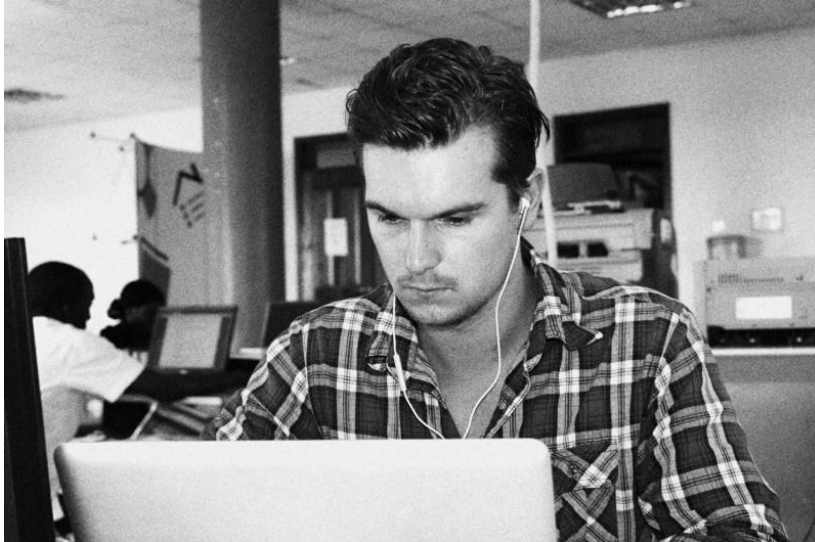
What do you think about these 4 points? Let us know in the comments section below, [send us a tweet](#), or follow us here on Medium or [Facebook](#).

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- Promoting a combination of the reason to believe, and buying motives

<https://medium.com/the-tunga-blog/african-coders-are-more-suited-for-the-gig-economy-than-their-western-counterparts-99a32366fcd3#.e0jxqsijn>



When we started with Tunga **one of my biggest worries was that we couldn't get enough quality software programmers** within the communities we had started out with. On paper Tunga was a nice idea: connecting African coders to businesses that have a chronic shortage of software developers. But obviously this can only work if there is a group of these coders that is robust enough and that has a sufficiently diverse skill base.

So one of the first things we did was to mobilize people in Uganda and Kenya to consolidate the community and to find out if this critical condition could be met. **My colleague Bart spent a full 6 months in Kampala and Nairobi gathering coders**, talking to them, testing them and trying to build a first launching group of coders. The enthusiasm and commitment from the local developers was beyond our wildest expectations.

**To test the waters, we organized a pilot test** in the fall of 2015. With a very limited effort, we got 15 paying customers who paid roughly \$200 on average. The pilot assignments proved to be more than enough to generate a number of important learnings and insights:

- all completed assignments were done so to the full satisfaction of the commissioning party. **This told us that the quality of the coders we had mobilized is up to standard** and in itself already rendered the pilot successful.

- a number of the clients were so happy that they **immediately signed up for follow-up assignments**. This told us that Tunga can address a real need.

- many of the clients indicated to us that they would prefer to have more flexibility which workflow tool to use (the pilot was focused on Github as a workflow tool). This told us that we had to try to make the task posting spectrum more generic (which by now we have done).

- the developers of the community were all very enthusiastic and were very **eager for more work**. This told us that we had a substantial commitment from the devs.

In short, the results were very encouraging. But in the process, we came to another conclusion: this type of 'gig economy' working arrangement very well fits the local culture. Whereas westerners generally prefer fixed working hours and salary, it seemed to be in the nature of the Tunga coders to work as it fits their schedule and to commit to a result instead of an effort. It appeared this cultural fit certainly contributed to the success of the pilot. **So not only did the quality of the coding skills outreached our expectations, we accidentally found out our community of African coders is probably disproportionately well suited for the gig economy!**

Interested in our journey? Let us know in the comments section below, [send us a tweet](#), or follow us here on Medium or [Facebook](#).

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- **Beliefs/values**
- Promoting reason to believe

<https://medium.com/the-tunga-blog/connecting-talent-with-opportunity-why-creating-meaningful-and-well-paid-work-for-african-youths-b71a8dcc63a>



Speaking from experience, I know that finding a job for young people is hard in general nowadays. However, in Africa it's more than challenging for youths. On the continent, the majority of the population—more than 600 million young people—is below the age of 25, and they all want jobs. With no signs that population growth will slow in the decades to come, Africa needs to leverage the talent and energy of its youth to create higher levels of prosperity and equality.

Through Tunga I realised that one of the problems is, that the people who obtain a university degree, will most likely also have troubles finding a skilled job in Africa. And therefore, will look for their fortune in other places. This way, the continent loses an estimated 20,000 skilled workers each year to more developed economies. However, it seems like those people don't really have another choice, as youth unemployment is three times the continent's overall average. And The World Bank found that young people under 25 represent three-fifths of sub-Saharan Africa's unemployed population.

I think this showcases that it's really important that Africa needs to create jobs in its *own* countries through the ingenuity, ability, and skill of its *own* people. We, at Tunga, believe that the entrepreneurial nimbleness, and grit of Africa's youth can be utilized to help lift the economies of Africa. That's why Tunga, connects talented African youths to international projects. In this way they are not dependent on only the African market when it comes to software tasks, but still stay and work in their home countries.

Evelyn Anite, Minister of State for Gender, Labour and Social Development of Uganda, pointed out something else at the [UN programme of Action on Youth](#) in 2015. Namely, that the education system often fails to teach the right skills that are needed in the job market. Luckily among others, the [UN](#), [The World Bank](#) and [The Rockefeller foundation](#) all have programmes that aim to fix just this. The [Bits schools](#) in various African countries that Tunga works with is also one of those initiatives. These schools were founded to respond to the dynamic and fast growing ICT sector in emerging economies that can offer great job opportunities for African youths from underprivileged backgrounds.

So in the end, if talented African youths have the opportunity to take part in an education programme for example, they can develop themselves into entrepreneurs that can in return create jobs for many others on the long run. Moreover, Tunga also tries to stimulate an entrepreneurial mind-set by giving our coders the chance to take their future into their own hands and creating social impact where it matters.

What you think of this topic? Please share your opinion and experiences on solutions for (African) youth employment in the comments section below, [send us a tweet](#), or follow us here on Medium or [Facebook](#). Also if you liked this post, please [consider subscribing to Tunga's email list](#).  
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- Promoting buying motives

<https://medium.com/the-tunga-blog/why-its-so-important-we-do-something-about-the-scarcity-problem-of-software-developers-now-d4f41395d006>



Being a tech start-up entrepreneur, Tunga founder Ernesto Spruyt, experienced first-hand how annoying it is if you can't move forward because you don't have the right software coder available. "It was just a major hassle to find and engage them, every time we needed one", he said. This makes sense, if you think that nowadays every company in almost every field has at least one website or an app. This means never-ending software tasks, as the process of maintenance and edits are continuous.

So it's not surprising that the demand for digitally competent professionals across all economic sectors also continues to grow and is outstripping supply. In fact, according to the European Commission "Europe could face a shortage of up to 900,000 skilled ICT workers by 2020". And similar statistics can be found about the US, where according to Code.org, there will be 1.4 million computing jobs in America by 2020 and only 400,000 computer science students.

I can imagine this causes a headache for many companies at the moment and in the future. I looked up some statistics and these turn out to be the biggest pain points:

- The demand for developers has jumped 89% in the US in the last two years, based on job postings data compiled by research firm Burning Glass in Boston.
- Almost three out of 10 CIOs recently surveyed, said lack of software development skills was holding back their IT strategies, according to worldwide recruiting firm Harvey Nash.
- IT industry association CompTIA's recent survey of human resources managers cited the shortage of skilled employees as today's top business challenge.



I was aware this scarcity problem existed, but through working at Tunga I found out that it's a more pressing problem than I thought, and that it will be even more in the future. For example, I was at start-up festival Uprise in Amsterdam recently, and I very often heard phrases like "*Well before we can take the next step, we first need to find good developers.*" I think this indicates that if this problem wouldn't exist, work would be better and faster in so many ways. Time could be saved on recruiting, and training future employees.

So, to me, it seems like hiring software developers today requires throwing away the rule book and trying out new options. Perhaps, by mobilizing a remote workforce through Tunga.

Would you try a solution like Tunga or are there other solutions? Let us know in the comments section below, [send us a tweet](#), or follow us here on Medium or [Facebook](#).

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- Promoting a combination of the reason to believe, and buying motives

<https://medium.com/the-tunga-blog/why-i-started-tunga-a-market-network-for-african-software-programmers-28251d83c175>



As a tech startup entrepreneur I experienced first-hand how annoying it is if you can't move forward because you don't have the right software coder available. At Mobbr, we figured out a way to have coders from anywhere work in our Github workflow and distribute money among them in line with their contribution. But each time we actually needed them it was still a major hassle to find and engage them.

That's why I decided end of 2014 that we needed **to create our own on-demand workforce**. A place where I could connect with people who want to work for me before the moment I actually need them. Where I could just dump a link to our Github workflow, have it show up in my followers' notification streams, pledge a fee and arrange the payment once the work is done. A sort of marketplace meets social network: a **market network**.

But where could I find a motivated workforce that can deliver solid quality at affordable fees? Being a social entrepreneur who always looks for Shared Value opportunities, **I found the answer in Africa**. It turned out that a design studio called Butterfly Works—that was also working from the Netherlands—had been involved in setting up digital design schools under the Bits Academy umbrella throughout Africa already since 2000. Here was a robust community of 6000+ alumni that had the skills and the willingness to work on international software projects, and to top it off, was built for the social good! Fast forward to today: we gathered funding from a host of donors to test whether this concept can actually work. We vetted a launching group of around 60 coders from Uganda and Kenya. We ran a successful pilot with 14 paying customers in the fall of 2015, many of whom kept on working with the

coders. And since a few weeks, we have a first prototype live online that gradually is being used to build flexible teams of coders that can be mobilized on-demand.

**Tunga stands for almost everything that makes my heart tick faster:** self-empowerment, human connections, innovation and social impact. We are still at the beginning of our journey, but so far, it seems like we're off to a good start! If you want to find out how it continues, please follow this channel on Medium, or on [Facebook](#) or [Twitter](#). And don't hesitate to share ideas and feedback in the comments.

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- **Immediate environment**
- Promoting reason to believe

<https://medium.com/the-tunga-blog/why-i-think-africa-is-a-hotbed-of-innovation-that-everybody-should-know-about-96bd1c649527#.qgcrur6bg>



The story of Africa is often the story of development aid, poverty and conflicts. It contributes to the perception that Africans are victims and need the help of us westerners. To be honest, I detest this image, because this is not how I came to know Africa since working at Tunga. To me the story of Africa, is above all about that of a richly diverse continent with proud people working to improve their livelihoods while maintaining their own identities.

This is exemplified by the rich innovation culture that is now arising throughout the continent. Training programs, workshops, and funding competitions are just a few of the means through which the innovation landscape in Africa continues to grow. This is for example the case in Kigali, Rwanda. Inspired by Silicon Valley, the first tech incubators have risen in this city. On any given day at kLab for instance, dozens of young people can be found brainstorming at the coffee bar, playing foosball together to clear their minds, or just typing on their laptops. These people are all working on innovative projects, and are evidence of a future many Rwandans hope to see.

In my opinion, these initiatives from governments, private sectors, and international donors are emblematic of the efforts of African countries to instil an entrepreneurial spirit in its young people. This mind-set and also technology are important tools for young people all over the world (so not just African youth), as it will encourage them to create their own opportunities and take their future into their own hands.

However, translating these ambitions into tangible jobs in Africa can be tricky. Luckily, it seems like the western world is starting to realise that there're many talented people to be found in Africa. Tunga, for example, connects talented African coders to Western companies. In this way, African coders help solve the scarcity problem of coders in the Western world, while simultaneously generating social impact by creating meaningful and well-paid work where it counts. Moreover, as the innovation movement and entrepreneurial mind-set keep growing, more investors are also starting to invest in African start-ups.

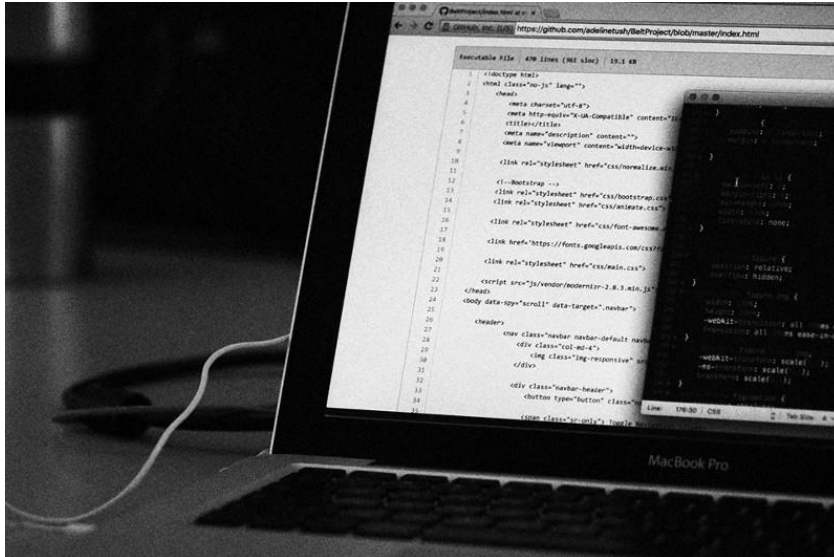
In the end, many of these initiatives are focused on youth. And that might seem narrow when considering the relatively select segment of society these institutions serve. Nonetheless, I feel these developments are signs that, Africa's entrepreneurial push is far from slowing down, and continues to help shift the perceptions of Africa in the eyes of the rest of the world.

What do you think about these developments? Let us know in the comments section below, send us a tweet, or follow us here on Medium or Facebook.

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- Promoting buying motives

<https://medium.com/the-tunga-blog/this-is-why-many-companies-embrace-working-with-a-remote-workforce-92e405c92978#.phijxj7r>



Remote workers are actually more productive than their in-office counterparts, states a recent study by Staples Advantage. This is also what we've noticed at Tunga, because technical-related work requires minimal distractions. Developers and designers often need long, uninterrupted periods of time to get meaningful work done. And that's why, a remote environment could possibly provide more value to your company in less time than a 40+ hour work week of distracted work.

I often notice that people still tend to be a bit hesitant about hiring a remote workforce. Often times, because they want to be able to just walk to a desk right away, see what he or she is working on and then discuss it instantly. But as we are hearing from many companies at Tunga, the opposite seems to be working just as well or even better. Especially for small-business owners, because a distributed workforce is a good way to become more efficient and to increase levels of success at the same time.

So a key question many employers with remote teams often ask is: how efficiently is my team actually working while out of the office? There's been multiple studies on this and it turns out that remote workers are willing to work more and are also less likely to call in sick for example. As remote workforces start to become more prevalent, we see at Tunga that every firm has its own style of communicating. Therefore, it's important to test out what communication channels work for you and how you can establish a relationship of trust. This will help to build a unique process for your firm that effectively builds your culture while engaging all employees.

Through Tunga I noticed, that many clients start with small tasks to try it out. And I think that's a good way to go about innovating your workspace too, you can just implement change step by step. There are lots of ways to work, and working remotely can be a good tool to have in the mix. So trying to let the trend of remote work find its way into your organisation is not a matter of all-or-nothing. Especially in some industries or areas of expertise, like technology, there will be times you desperately need developers that can work on tasks for you and there will be times that's not the case. So at Tunga for example, you can start by letting a coder work on an easy task for you, so that you have time for more important things. This might be the right first step to take in establishing your online workforce.

I'm curious to hear what you think. Do you think having an online team pays off? Let us know in the comments section below, [send us a tweet](#), or follow us here on [Medium](#) or [Facebook](#).

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- Promoting a combination of the reason to believe, and buying motives

<https://medium.com/the-tunga-blog/why-its-a-good-idea-to-mobilize-remote-workers-in-africa-f9c707cdced7#.yy2al54sk>



Many big companies like Microsoft, IBM, Apple, and Dell hire remote workers. This makes sense because nowadays technology allows people to work from anywhere in the world. However, people also see a lot of hurdles. And to be honest, I was one of those people, until I had the chance to experience the world of remote work myself at Tunga. Now i think it's a very efficient way of working and (in the case of Tunga) it feels very nice to be working on something that potentially offers a solution to the global scarcity problem of software developers and also creates meaningful work for African coders.

The hurdles I initially saw when thinking about remote work, were mostly the effects it would have on the quality of the communication, and the lack of control over the development of projects. However, I found out that working from home motivated me more to deliver good work. I just communicate through tools like Slack and Trello, and this mostly resulted in really clear tasks. These messages are mostly short but are part of a 24-hour ongoing conversation. This way you instantly create an archive of what you did and can read back the feedback at any time.

Working at Tunga, I also often hear about successful cases between Western businesses and African coders. I've learned that many companies really struggle with finding good quality coders for an affordable price. There's often an overload of tasks that need to be done, and then it might prove helpful to have a motivated African workforce ready to start working for you when you need them.



As I started to look into the future of work more, I found a lot of research that's in line with my experiences so far. For example, it turns out that remote workers are generally more engaged, because proximity breeds complacency, and absence seems to make people try harder to connect to each other. Also, African countries, like Uganda, Nigeria, and Kenya are becoming hotbeds of innovation. Through initiatives of governments and major global organizations, many talented African people have the opportunity to work for Western companies, while living in their home countries. This way educational and technical foundations are built to facilitate 21st century work and exchange to take place on the African continent.

So in the end, it seems like a good idea to mobilize remote workers in Africa, because the foundation for facilitating a 21st century work landscape in African economies is getting stronger and stronger. Moreover, it's quite nice that you can innovate your workspace, and have a bit of social impact by helping to create meaningful and well-paid work for African coders at the same time.

I'm curious to hear what you think about remote working. And do you see a future where your workforce is blended with remote workers from Africa? Let us know in the comments section below, send us a tweet, or follow us here on Medium or Facebook.

Also if you liked this post, please consider subscribing to Tunga's email list.

[www.tunga.io](http://www.tunga.io)

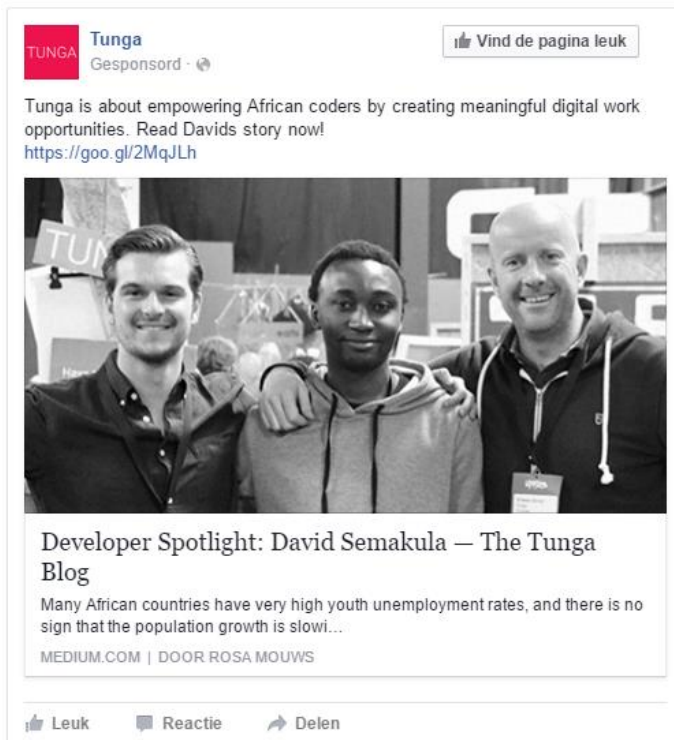
## Appendix D.

### Pictures of what the advertisements looked like

Advertisements per Motivation levels/themes

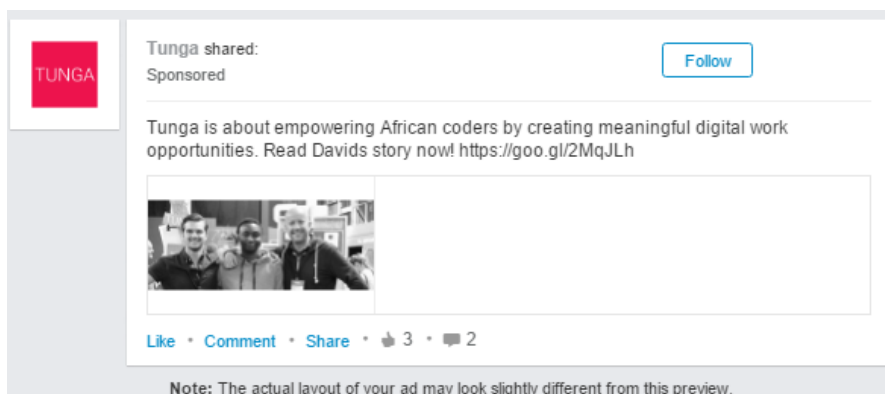
- **Identity/Mission (to create meaningful and well-paid work for talented African youths)**
- Promoting reason to believe

#### 1. Post on Facebook



A screenshot of a Facebook post from the page 'Tunga'. The post is sponsored and features a black and white photograph of three men smiling. The text of the post reads: 'Tunga is about empowering African coders by creating meaningful digital work opportunities. Read Davids story now! <https://goo.gl/2MqJLh>'. Below the photo is a link to a Medium article titled 'Developer Spotlight: David Semakula – The Tunga Blog' with a snippet of text: 'Many African countries have very high youth unemployment rates, and there is no sign that the population growth is slow...'. The post has three interaction options: 'Leuk', 'Reactie', and 'Delen'.

#### 2. Post on LinkedIn



A screenshot of a LinkedIn post from the page 'Tunga'. The post is sponsored and features a black and white photograph of three men smiling. The text of the post reads: 'Tunga is about empowering African coders by creating meaningful digital work opportunities. Read Davids story now! <https://goo.gl/2MqJLh>'. Below the photo are interaction options: 'Like', 'Comment', 'Share', and a count of 3 likes and 2 comments. A note at the bottom states: 'Note: The actual layout of your ad may look slightly different from this preview.'

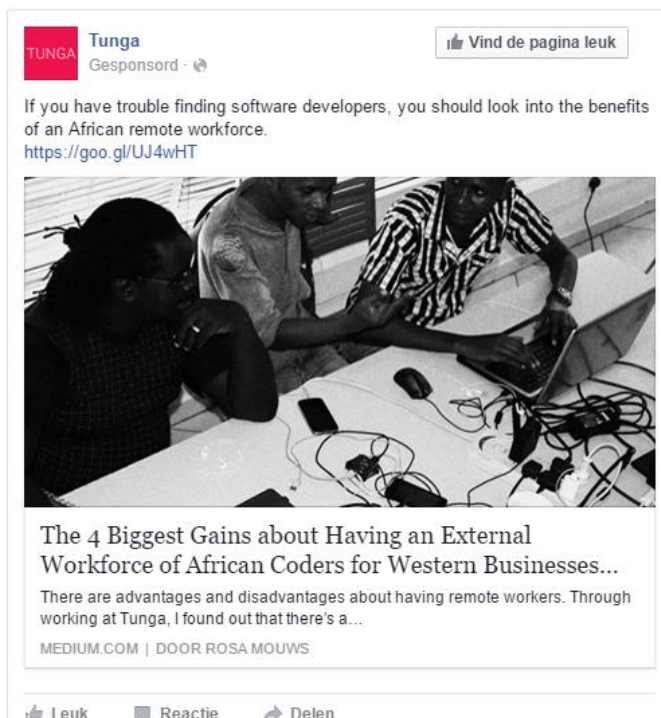
### 3. Post Twitter



A screenshot of a Twitter post from the account @tunga\_io, dated May 13. The post features the TUNGA logo (a red square with the word 'TUNGA' in white) and the text: "Tunga is about empowering African #coders by creating meaningful #digitalwork opportunities. Read Davids story now! [goo.gl/2MqJLh](https://goo.gl/2MqJLh)". Below the text is a black and white photograph of three men smiling and posing together. Underneath the photo is a link preview for a Medium article titled "Developer Spotlight: David Semakula — Th..." with the subtitle "Many African countries have very high youth u..." and the domain "medium.com". At the bottom of the tweet are icons for reply, retweet, and like, each followed by a double hash symbol (##). A "Promoted" label is also visible at the bottom left of the tweet area.

- Promoting buying motives

### 4. Post on Facebook



A screenshot of a sponsored Facebook post from the page "Tunga". The post includes the TUNGA logo and the text: "If you have trouble finding software developers, you should look into the benefits of an African remote workforce. <https://goo.gl/UJ4wHT>". Below the text is a black and white photograph of three people working together at a desk with a laptop and various cables. Underneath the photo is a link preview for a Medium article titled "The 4 Biggest Gains about Having an External Workforce of African Coders for Western Businesses..." with the subtitle "There are advantages and disadvantages about having remote workers. Through working at Tunga, I found out that there's a..." and the domain "MEDIUM.COM | DOOR ROSA MOUWS". At the bottom of the post are the Facebook interaction buttons: "Leuk", "Reactie", and "Delen". A button in the top right corner of the post area says "Vind de pagina leuk".

5. Post on LinkedIn



Tunga shared:  
Sponsored Follow

If you have trouble finding software developers, you should look into the benefits of an African remote workforce. <https://goo.gl/UJ4wHT>



Like • Comment • Share • 3 • 2

Note: The actual layout of your ad may look slightly different from this preview.

6. Post Twitter



tunga @tunga\_io · May 13

If you have trouble finding [#softwaredevelopers](#), why not look into the benefits of an African [#remoteworkforce](#). [goo.gl/UJ4wHT](https://goo.gl/UJ4wHT)





**The 4 Biggest Gains about Having an Exter...**  
There are advantages and disadvantages abo...  
[medium.com](https://medium.com)

🔄 ## 🔄 ## ❤️ ##


🚩 Promoted

- Promoting sustainability and buying motives

## 7. Post on Facebook

**Tunga**  
Gesponsord · Vind de pagina leuk

How we found out our community of African coders is uniquely well suited for the gig economy: <https://goo.gl/8EmjDG>




**African Coders are More Suited for the ‘Gig Economy’ than their Western Counterparts — The Tunga...**

When we started with Tunga one of my biggest worries was that we couldn't get enough quality software programmers within...


MEDIUM.COM | DOOR ERNESTO SPRUYT



Leuk · Reactie · Delen

## 8. Post on LinkedIn

**Tunga shared:**  
Sponsored Follow

How we found out our community of African coders is uniquely well suited for the gig economy: <https://goo.gl/8EmjDG>



Like · Comment · Share ·  3 ·  2

Note: The actual layout of your ad may look slightly different from this preview.

9. Post Twitter

 **tunga** @tunga\_io - May 13  
How we found out our community of African #coders is uniquely well suited for the #gigeconomy: [goo.gl/8EmjDG](https://goo.gl/8EmjDG)



**African coders are more suited for the 'gig ...**  
When we started with Tunga one of my bigges...  
[medium.com](https://medium.com)

🔄 ## 🔄 ## ❤️ ##

👉 Promoted

- **Beliefs/values**
- Promoting reason to believe


10. *Post on Facebook*

**Tunga**

Gesponsord ·

Vind de pagina leuk

Social impact is just one reason why we find creating meaningful work for African youths so important. Read more below! <https://goo.gl/zhXRIX>



**Connecting Talent with Opportunity: Why Creating Meaningful and Well-paid Work for African...**

Speaking from experience, I know that finding a job for young people is hard in general nowadays. However, in Africa it...

MEDIUM.COM | DOOR ROSA MOUWS

Leuk
 Reactie
 Delen


11. *Post on LinkedIn*

**Tunga shared:**

Sponsored

Follow

Social impact is just one reason why we find creating meaningful work for African youth so important. Read more below! <https://goo.gl/zhXRIX>



Like
• Comment
• Share
• 3
• 2

Note: The actual layout of your ad may look slightly different from this preview.



12. Post Twitter

 **tunga** @tunga\_io · May 13  
#socialimpact is just one reason why we find creating meaningful work for #AfricanYouths so important.  
Read more: [goo.gl/zhXRIX](https://goo.gl/zhXRIX)




**Connecting Talent with Opportunity: Why C..**  
Speaking from experience, I know that finding ...  
[medium.com](https://medium.com)

🔄 ## 🔄 ## ❤️ ##

📌 Promoted


- Promoting buying motives

13. Post on Facebook

 **Tunga**  
Gesponsord · 🌐

👍 Vind de pagina leuk

We hear many companies complaining how difficult it is to find good software developers. Stop worrying, Tunga has a solution!  
<https://goo.gl/hRgSOR>



**Why it's So Important We Do Something About the Scarcity Problem of Software Developers Now. —...**  
Being a tech start-up entrepreneur, Tunga founder Ernesto Spruyt, experienced first-hand how annoying it is if you can't...  
MEDIUM.COM | DOOR ROSA MOUWS

👍 Leuk    💬 Reactie    ➦ Delen



14. Post on LinkedIn



Tunga shared:  
Sponsored

[Follow](#)

We hear many companies complain how hard it is to find good software developers. Stop worrying, Tunga has a solution! <https://goo.gl/hRgSOR>



[Like](#) • [Comment](#) • [Share](#) • 3 • 2

Note: The actual layout of your ad may look slightly different from this preview.

15. Post Twitter



tunga @tunga\_io - May 13

We hear companies complain how hard it is to find good [#softwaredevelopers](#). Stop worrying, [#Tunga](#) has a solution! [goo.gl/hRgSOR](https://goo.gl/hRgSOR)





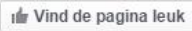
**Why it's So Important We Do Something Ab...**  
The internet revolution and the technological a...  
[medium.com](https://medium.com)

[↩](#) ## [↻](#) ## [❤](#) ##


[🚩](#) Promoted

- Promoting sustainability and buying motives




16. *Post on Facebook*

**Tunga**  
Gesponsord ·   



Marketplace 2.0: why our market network for African software programmers cuts both ways.  
<https://goo.gl/om7NwV>



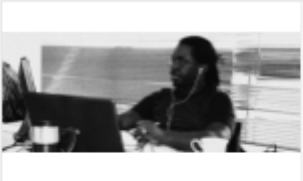
Why I Started Tunga, a Market Network for African Software Programmers — The Tunga Blog  
As a tech startup entrepreneur I experienced first hand how annoying it is if you can't move forward because you don't h...  
MEDIUM.COM | DOOR ERNESTO SPRUYT

 Leuk  Reactie  Delen

17. *Post on LinkedIn*

**Tunga shared:**  
Sponsored 

Marketplace 2.0: why our market network for African software programmers cuts both ways. <https://goo.gl/om7NwV>



Like · Comment · Share ·  3 ·  2

**Note:** The actual layout of your ad may look slightly different from this preview.

18. Post Twitter

**tunga** @tunga\_io · May 13  
Marketplace 2.0: why our market network for African software #programmers cuts both ways. #innovation [goo.gl/om7NwV](https://goo.gl/om7NwV)

**Why I Started Tunga, a Market Network for ...**  
As a tech startup entrepreneur I experienced fi...  
[medium.com](https://medium.com)

## ## ##  
Promoted

- **Immediate Environment (What can Tunga do for western business owners? Play on their interests of outsourcing or the future of online work? Or personal advertising?)**
- Promoting reason to believe

19. Post on Facebook


**Tunga**  
Gesponsord · [Vind de pagina leuk](#)

The innovation movement Africa is erupting. This is how you can put it to use!  
<https://goo.gl/kgXmIQ>

**Why I Think Africa is a Hotbed of Innovation That Everybody Should Know About. — The Tunga Blog**  
The traditional story of Africa often includes fair trade coffee, primitive living conditions, conflicts, and the contin...  
MEDIUM.COM | DOOR ROSA MOUWS


Leuk Reactie Delen

20. Post on LinkedIn



Tunga shared:  
Sponsored Follow

The innovation movement Africa is erupting. This is how you can put it to use!  
<https://goo.gl/kgXmIQ>



Like • Comment • Share • 3 • 2

Note: The actual layout of your ad may look slightly different from this preview.

21. Post Twitter



tunga @tunga\_io · May 13  
The #innovation movement #Africa is erupting. This is how you can put it to use! [goo.gl/kgXmIQ](https://goo.gl/kgXmIQ)




**Why I Think Africa is a Hotbed of Innovatio...**  
The traditional story of Africa often includes fai...  
[medium.com](https://medium.com)

🔗 ## 🔄 ## ❤️ ##


🚩 Promoted


- Promoting buying motives

## 22. Post on Facebook

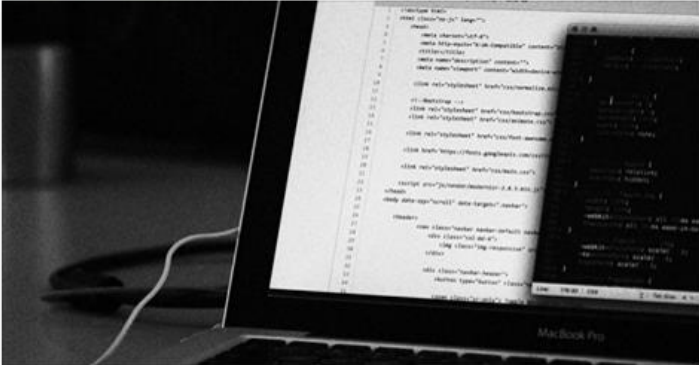


**Tunga**

Gesponsord · 

 Vind de pagina leuk




Many companies have embraced working with a remote workforce, and here's why:  
<https://goo.gl/EPbT2G>




**This is Why Many Companies Embrace Working with a Remote Workforce — The Tunga Blog**

Remote workers are actually more productive than their in-office counterparts, states a recent study by Staples Advantag...

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 Leuk
 Reactie
 Delen

## 23. Post on LinkedIn






**Tunga shared:**

Sponsored

[Follow](#)

Many companies have embraced working with a remote workforce, and here's why:  
<https://goo.gl/EPbT2G>



Like
• Comment
• Share
•  3
•  2

Note: The actual layout of your ad may look slightly different from this preview.

24. Post Twitter

 **tunga** @tunga\_io · May 13

Many companies have embraced working with a [#remoteworkforce](#), and here's why: [goo.gl/EPbT2G](https://goo.gl/EPbT2G) [#futureofwork](#)




**This is Why Many Companies Embrace Wor...**  
Remote workers are actually more productive ...  
[medium.com](https://medium.com)

🔄 ## 🔄 ## ❤️ ##

🔗 Promoted


- Promoting sustainability and buying motives

25. Post on Facebook

 **Tunga** Vind de pagina leuk

Gesponsord · 🌐

Turns out, Africa is one of the best places to establish a remote workforce. Find out why:  
<https://goo.gl/C7glyQ>




**Why it's a Good Idea to Mobilize Remote Workers in Africa. — The Tunga Blog**

Many big companies like Microsoft, IBM, Apple, and Dell hire remote workers. This makes sense because nowadays technolog...

MEDIUM.COM | DOOR ROSA MOUWS


👍 Leuk 🗨️ Reactie ➦ Delen

26. Post on LinkedIn



Tunga shared:  
Sponsored Follow

Turns out, Africa is one of the best places to hire your remote workforce. Find out why:  
<https://goo.gl/C7glyQ>



Like • Comment • Share • 3 • 2

Note: The actual layout of your ad may look slightly different from this preview.

27. Post Twitter



tunga @tunga\_io · May 13  
Turns out, #Africa is one of the best places to hire your #remoteworkforce. Find out why: [goo.gl/C7glyQ](https://goo.gl/C7glyQ)



**Why it's a Good Idea to Mobilize Remote W...**  
Many big companies like Microsoft, IBM, Apple...  
[medium.com](https://medium.com)

## ## ##  
Promoted