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# Dale Carnegie's Teachings in the Age of Social Media

An investigation into whether lessons from Dale Carnegie's seminal work *How to Win Friends and Influence People* are relevant and can be applied to social media influencers

Case study: French Instagram influencers

Metropolia University of Applied Sciences

European Business Administration (Double Degree)

Bachelor's Thesis

15/03/2020

Author Title	Sybériane Desesquelles Martins Dale Carnegie and the social media
Number of Pages Date	47 pages + 12 appendices 19 April 2020
Degree	Bachelor of Business Administration (Double Degree)
Degree Programme	European Business Administration (DD)
Instructor/Tutor	John Greene, Marketing & Digital Marketing Lecturer
<p>This thesis was developed as a study of Dale Carnegie's teachings from his book <i>How to Win Friends &amp; Influence People</i> and a review of whether those teachings would be relevant to social media marketing.</p> <p>To gather information for the researcher's knowledge on the subject, secondary sources on: marketing, consumers, Dale Carnegie's teachings, influencers and influence marketing were used.</p> <p>The research was conducted using a qualitative research approach through interviews and case analyses. The researcher conducted three interviews and three case studies of French influencers. The goal was to use Carnegie's criteria to analyze their strategy and their way of interacting with their community, to see if the teachings are applicable or not, or if they need improvement.</p> <p>According to the results of the study, Dale Carnegie's teachings are still applicable to social networks despite the change in the type of communication, however some principles need to be adapted to this mass communication. Finally, as a recommendation, it would be interesting to add some new principles on honesty and humour for example.</p>	
Keywords	Social media, Dale Carnegie, Marketing, Influencer

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## Glossary

ER            Engagement rate

WOM        Word of mouth

# 1 Introduction

## 1.1 Background

What was the first thing you did this morning when you woke up? You may have taken the time to go to the toilet, drink an orange juice or coffee, but it's a safe bet that you didn't miss turning on your phone to check if you received any messages during the night. You may have checked the latest Instagram posts or sent a story. And you are not alone: a 2018 study of people from 35 (54,150 participants) different countries found that 26% used their smartphones within an hour of waking up, and often even before getting out of bed (Deloitte, 2018).

The Internet has become the pillar of today's society. Thanks to the widespread access to the internet, there are about 4.39 billion Internet users worldwide, which represents 57% of the world's population. In 2019, 3.48 billion humans are active on at least one social network which represents 45% of the population. The total number of people worldwide has increased by 288 million (9%) in one year (Kemp, 2019).

In 2004, the Web and its uses have evolved to become the "Web 2.0" by becoming simpler and more interactive. In this new web, the surfer now has the opportunity to interact with websites without special skills and can feed them by holding a blog for example, or by collaborating on articles, as allowed by the famous virtual encyclopedia: Wikipedia but also with social media as Instagram, YouTube... The amount of information produced and exchanged grows exponentially and few people are without these new means of communication.

## 1.2 Research Question

Thanks to the use of adapted research methods and strategies, the thesis wishes to answer the following question: "Are Dale Carnegie's lessons from his seminal book *How to Win Friends and Influence People* still relevant in the age of social media?"

The goal of the study is to understand how influencers interact with their subscribers and what is their strategy to develop their audience and their engagement rate. Finally,

we will see if Dale Carnegie's lessons from the book *How to Win Friends and Influence People*, which dates from 1936, can always be applied to new means of communication such as social networks to develop its influence.

### 1.3 Structure Scope

The thesis will start with a literature review consisting of a theoretical overview on the subject of influence marketing and on the teachings of Dale Carnegie. From basic marketing theories to marketing applied to social networks, the purpose of the literature review will be to obtain a general overview of the subject. It will end with the presentation of the book *How to Win Friends and Influence People* and the questioning of his teachings.

Next, the methodology will cover the data collection methods used to carry out the research. This part consists of a discussion of the methods and the reasons for which they were chosen. Finally, the search limits will be stated.

Finally, the research part of the thesis will be exposed. The acquired data will be presented and analysed. Finally, the thesis will discuss the results and conclude the subject.

The references used throughout the thesis were listed at the end of the thesis

## 2 Literature review

The literature review is based on scientific and analytical articles, as well as books that have been published and written in connection with the thesis topic: Dale Carnegie and Social Network Marketing.

Influence marketing, which is a communication strategy that allows a brand/person to spread information through influential people on the web and social networks is nowadays used a lot. Thus, it is interesting to understand why consumers seek to be influenced and how they are influenced. The author Dale Carnegie, who published the book *How to Win Friends and Influence People* at the beginning of the 20th century,



explains how to influence people by understanding how human relationships work. This book will bring us the methods to put into practice to manage them.

The review of the literature will be established in three axes: the first will develop traditional marketing tools, the second will focus on the consumer and his stimuli, and finally the third will focus on the teachings of Dales Carnegie thanks to the book *How to Win Friends and Influence People*, and what it can bring us about influence marketing.

## 2.1 Marketing

As the thesis deals with the subject of influence, which can be applied to marketing , the literature review first explains the marketing itself.

The concept of marketing has been defined as follows: "Marketing is the set of methods that an organization has at its disposal to promote, in audiences that it is interested in, behaviours that are favourable to the achievement of its own objectives" (Lendrevie, Lindon, Lévy 2006: 10) in order to create value for each of its stakeholders (individuals, organizations, institutions) (AFM marketing 2020). Marketing seeks to influence the behaviour of individuals, it adapts to their needs and to changes in the environment. According to Kotler and Keller, marketing is no longer just about products. Any object can be the subject of marketing: a product, a service, an idea, an event or information. It can also be about people, like influencers (Kotler and Keller 2019: 9).



Figure 1 Components of the Marketing Mix

Kotler and Armstrong (2019: 10) explain also that marketing is composed by the four P's: product, price, place and promotion. In short, the Product details all the choices

and actions affecting the product itself, with a view to satisfying the customer. The Price details all the choices and actions that affect the price of the product. The Place details all actions that affect the terms and conditions of distribution of the product. The last, promotion details all the choices and actions that affect the promotion of the product. Considering that influence marketing is a promotion method based on communication and relationship marketing, it belongs to the promotion part, also called the promotion mix.

### 2.1.1 Promotion marketing

According to Kotler, the "promotion mix consists of specific blends of advertising, personal selling, sales promotion, public relations and direct marketing tools that the company use to pursue its advertising and marketing objectives." (Kotler and Armstrong 2019: 497). This communication policy describes all measures to boost sales of a product and to build a positive brand or corporate image. Communication must be designed in such a way that it is within the reach of the targeted customers and be seen positively. The goal of promotion is to use the right method and determine the right message to spread, to influence the customers we want to reach. To do so, it can be used through several channels such as traditional advertising channels: paper media (posters, magazine advertisements, etc.), radio advertisements, television commercials. But it can also be used through more modern channels such as videos on YouTube, blog articles, advertising on social networks, etc. The goal through these channels is to encourage the customer to buy more often and spend more money.

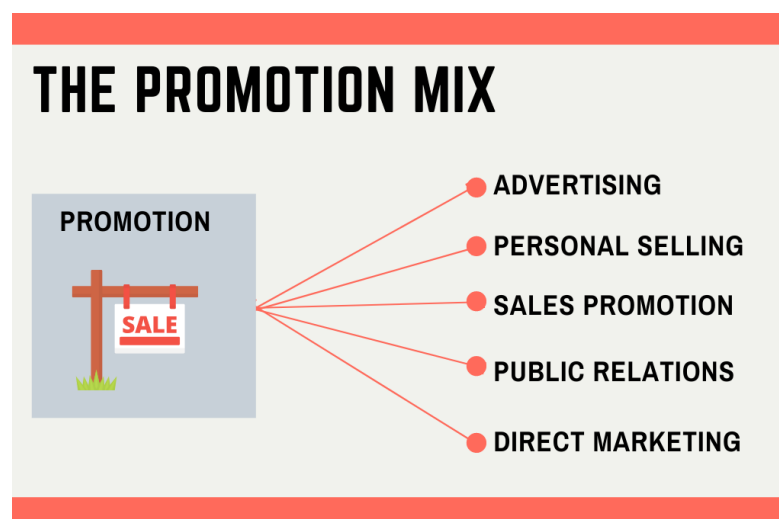


Figure 2 Components of the Promotion Mix

### 2.1.2 Consumer-oriented Marketing

Kotler and Armstrong indicate that influencer marketing is often used to try to affect a consumer. The consumer-oriented Marketing can be defined as “the philosophy of enlightened marketing that holds that the company should view and organize its marketing activities from the consumers point of view” (Kotler and Armstrong 2019: 62). In other words, customer orientation is defined as a concern to place customers at the centre of the company. The aim is to collect and satisfy the expectations and needs of customers, so listening is essential here. This marketing technique builds customer loyalty by showing them that their opinion is essential. In order to conduct competent consumer-focused marketing, it is important that the company understands who its target consumer is.

## 2.2 The influence on consumers by others and media before Social Media

Consumers, who may be represented by individuals, households or businesses, "buy goods and services for their own personal consumption" ( Kotler and Armstrong 2019: 70). In this way, a consumer is a person who will buy products in order to satisfy his or her desires, needs, etc. ( Kotler and Armstrong 2019: 70). To reach his fans, an influencer must understand their needs.

### 2.2.1 Concept of “a need”

A Need can be defined as an uncomfortable situation caused by a state of physiological or psychological lack, a vacuum to be filled, a balance to be restored. It may be conscious or unconscious, active or latent. “It’s a perceived lack of something” (Blythe and Martins 2019: 12-13), some needs related to physiology (drinking, eating) are natural / innate. Others are acquired during social life (values, beliefs, education, etc.). The individual's needs were prioritised by Maslow in order to understand his motivations.

### 2.2.2 MASLOW’s Pyramid of Needs

The Pyramid of Needs, or Maslow's Pyramid, is a pyramidal representation of the hierarchy of needs, a theory of motivation developed from observations made in the

1940s by psychologist Abraham Maslow. Looking for what lies behind these motivations, he established five basic needs: physiological needs, security needs, needs for belonging and love, needs for esteem and the need for self-fulfillment.

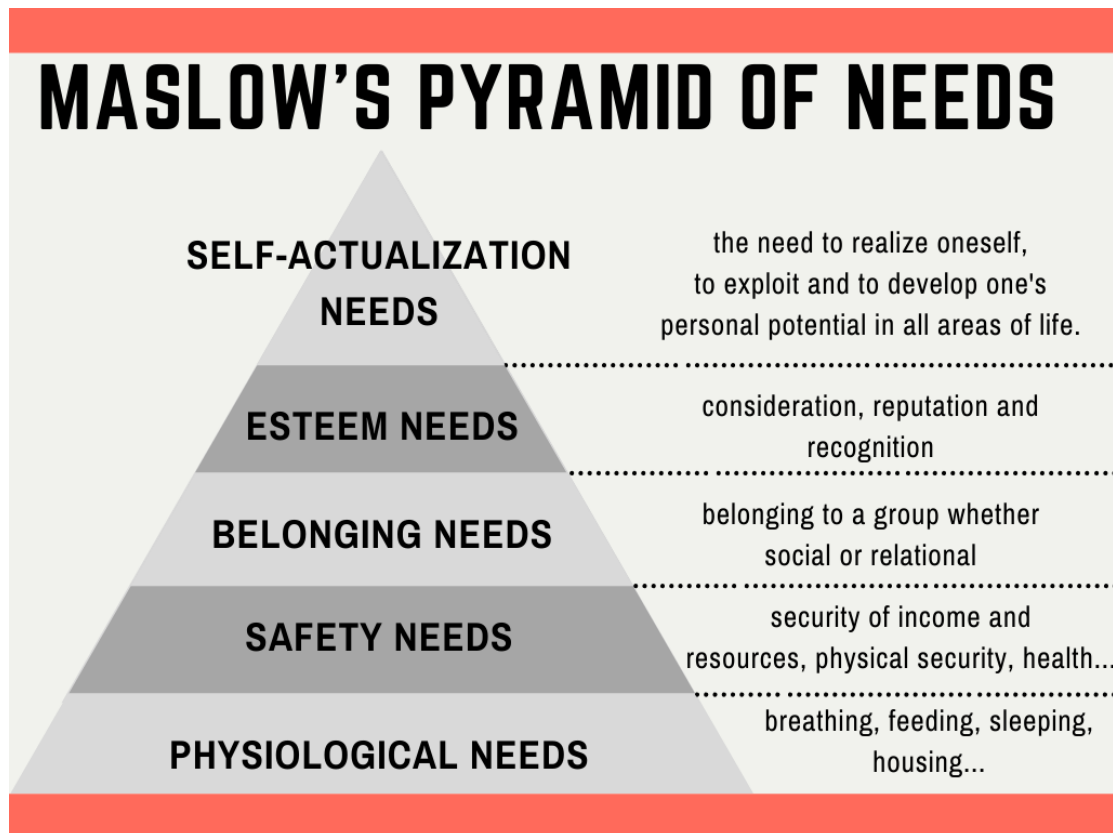


Figure 3 Maslow's Pyramid of Needs

The five levels are interdependent and climbing them brings satisfaction. Going down brings feelings such as frustration, anxiety, fear... Among all these needs, the need to belong is one of the most important for an individual in social psychology. Belonging is "a process that involves personal identification with reference to the group (social identity), emotional attachments, the adoption of its values, norms, habits, the feeling of solidarity with those who are also part of it, their sympathetic consideration" (Mucchielli 1980: 99). The needs mentioned above, will lead to different consumer motivations and attitudes.

### 2.2.3 Consumer buying behaviour

Consumer behaviour is defined as "all activities involved in obtaining, consuming and disposing of products or services, including the decision-making processes that precede and follow these activities" (Kervyn, 2015: 24). This is shaped by internal and

external motivations that constitute the consumer's psychological field. External motivations include family, situation, reference groups, culture and subcultures, and social class. Internal motivations influencing consumer behaviour are motivation, learning, perceptions, personality and lifestyle, attitudes and emotions (d'Astous et al., 2010: 57). In marketing, the analysis of attitudes makes it possible to predict consumer behaviour.

According to Kotler (2019: 131-132), companies need to study the purchasing decisions that consumers make every day in order to analyze what, where, how much, when and why they buy. According to the author, "Consumers react to marketing solicitations and other environmental stimuli according to their personal characteristics and decision-making patterns" (Kotler 2019: 132). Thus, marketers need to understand those factors known as the consumer's "black box" that determine reactions to marketing stimuli.

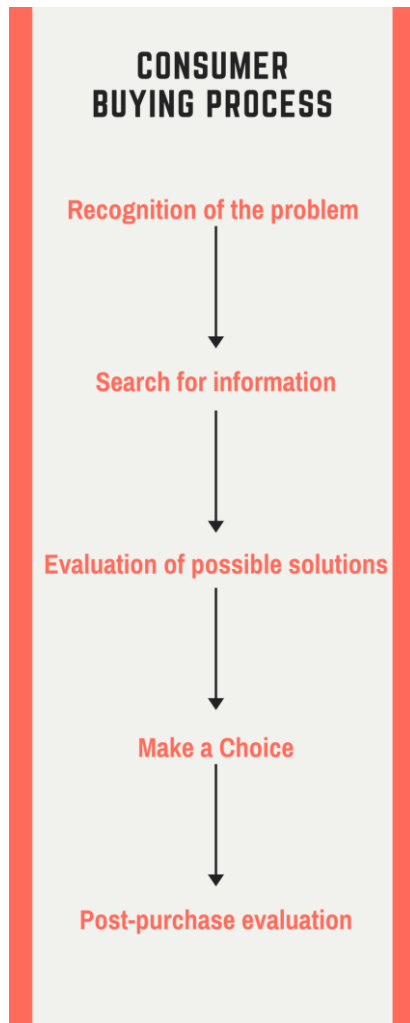
The marketing stimuli are based on the 4 Ps: product, price, place and promotion. But there are also other stimuli such as the economic, technological, political and cultural environment of the buyer. In response to these stimuli, we can observe consumers' responses: their choices of product, brand, brand community, the amount of money they spend, etc.

To understand how a consumer arrives at the buying action, you need to understand what happens in the consumer's decision-making process.

#### 2.2.4 Consumer Buying Process

In order to make a choice and carry out the act of purchase, the consumer must go through a complex decision-making process. In the model of Engel, Kollat and Blackwell (1995: 95), the consumer goes through five stages.

Firstly, the consumer becomes aware of the lack he has, thus, a need will be created and the quest for the satisfaction of this need begins in order to compensate for this lack. In some cases the awareness of the problem may be due to a need whose motivation is linked to social influence.



**Figure 4 Consumer Buying Process**

Once the need has been identified, the search for information begins. The extent of the search will depend on the degree of consumer involvement (e.g. buying a book requires less involvement than buying a camera). Generally there are two sources of information: internal (related to the individual's experience, education, knowledge, memory...) and external (family, friends, media communication, salespeople...). At this stage, when looking for information, the consumer can ask for advice from his or her family, listen to radio broadcasts, or seek advice directly from an expert in the store. The information gathered will influence his final choice.

After researching information, it is now the stage of evaluating alternatives. The person can proceed to evaluate the products/services according to their degree of importance and the attributes they offer.

Now it's time for the purchase decision, the person will proceed with the purchase act. This step is the concretization of the previous steps.

Result or post-purchase evaluation, is the stage in which the consumer, after using / benefiting from the product, will proceed to evaluate the performance of the product or the provision of service in relation to his expectations. If there is no gap or just a little gap, satisfaction is achieved. Otherwise the consumer will have a negative feeling towards the brand, the product... The post-purchase experience influences the buyer's future decisions but also the opinion he will communicate to his peers.

As we can see, during this process, the consumer is influenced by several actors: family, experts etc. They are called opinion leaders.

### 2.2.5 Opinion leader

An opinion leader is a person who informally influences the behaviour of others in a desired direction. They occupy a key position because of the skills they are credited with in a particular area and the size of community (Vermette and Flores, 2004: 35). The more they share commonalities with their audience, the more they will be listened to. Before the advent of social media, it was the traditional mass media that mainly influenced consumers. Messages were conveyed by radio, newspapers or news in movies. There are of course other types of opinion leaders, such as politicians or celebrities.

In order to influence the consumer, influencers could increase their influence by using communication tools. The next chapter aims to outline the advice given by Dale Carnegie in 1936.

## 2.3 Dale Carnegie' teaching in *How to Win Friends and Influence People*

Dale Carnegie was born on November 24, 1888 in Maryville, Missouri (USA). This writer and lecturer proposed a method of personal development adapted to the business world that today bears his name (Dale Carnegie, 2020). For Dale Carnegie, positive thinking is very important for professional success and employee motivation. His methods have been implemented in the training and development of salespeople and managers to approach customers and prospects. He died on November 1, 1955 (The Editors of Encyclopaedia Britannica 2020).

### 2.3.1 *How to Win Friends and Influence People*

Dale Carnegie published *How to win Friends and Influence People* in 1936, which became a bestseller. It was first published in five thousand copies. Today it has sold some 40 million copies worldwide. The book has been translated into 37 languages. In *How to win Friends and Influence People*, Dale Carnegie shows us that it's not so hard to make new friends and get people to like you. There are techniques and behaviours to do this. That's what this book explains. So the advice in the book applies to everyday life as well as business. The teachings are punctuated by examples from the author's personal experiences. According to the author, the path to happiness and a better life is based above all on the desire to improve and master the principles that govern

human relationships. Dale Carnegie has identified four major principles that are developed throughout the book.

### 2.3.2 The principles of the book

**PART ONE: In the first part of the book, Dale Carnegie explains the 3 fundamental techniques for influencing others and making friends.**

- “Don't criticize, condemn, or complain” (Carnegie 2011: 40) :

Dale tells us that instead of condemning people, it's better to try to understand them, find out the motive for their actions and do it all in order to stay in neutral mode. This is much more enjoyable and productive than criticizing, and it makes us more tolerant, understanding and good. People will be more open to listening to us.

- “Give honest and sincere appreciation” (Carnegie 2011: 53) :

There's only one way to get a person to do something. Indeed, it is to provoke in him the desire for that action. Dale Carnegie lists the different needs we ask for.

Dale Carnegie's list of needs:

1. Health and preservation of life
2. The food
3. Sleep
4. The money and property it provides
5. Future Survival
6. Sexual satisfaction
7. The happiness of our children
8. The sense of our importance

Very often, most of these needs are satisfied. However, the thirst to be appreciated, to be recognized, to be considered important is often not satisfied. To give a person this importance, it is enough to compliment them sincerely.

- "Arouse in the other person an eager want" (Carnegie 2011: 72)



Then the author tells us why we tend to always talk about what we want. That is why the only way to influence your neighbour is to talk to him about what he wants and how to get it. Put yourself in the other person's shoes, and look at things from both their point of view and ours. To influence others, we must first of all provoke in one of them a desire to act.

**PART TWO: In this second part, Dale Carnegie tells us how to win the sympathy of others.**

- "Become genuinely interested in other people." (Carnegie 2011: 87)

The author tells us that in order for others to be interested in us, we must first be interested in them. Appreciating others helps us make friends. The goal is to do it with sincerity.

- "Smile" (Carnegie 2011: 95)

Here the author talks about the importance of smiling. The sincere smile says: "I like you", "I'm happy to see you", "Your presence makes me happy", etc. The smile is so important that it can even be heard in our voice. People will have a better image of us.

- "Remember that a person's name is, to that person, the sweetest and most important sound in any language" (Carnegie 2011: 103).

Here Dale Carnegie talks about the importance of remembering names. He says that everyone prefers their name to every other name on earth. But if we forget or misspell a name, then we are likely to displease. The first step to making friends is to remember their names. Therefore, when we want to influence someone, calling them by their first name is a good thing.

- "Be a good listener. Encourage others to talk about themselves" (Carnegie 2011: 113)

Knowing how to listen sincerely and show it is very useful. To do this, it is necessary to ask stimulating, pleasant questions, to ask the person about his life, about what he has done. In this way we attract their sympathy.

- "Talk in terms of the other person's interest" (Carnegie 2011: 118)

According to the author, if we find out what interests someone, what they are passionate about, all we have to do is take an interest in it, use active listening, ask questions... In addition to the fact that the person in front of us will enjoy talking about themselves, we will also know more about them, which is to our advantage to influence them.

- "Make the other person feel important, and do it sincerely" (Carnegie 2011: 129)

Finally, the last tip tells us that we must make others feel their importance. That means holding those around us in esteem.

**PART THREE: In the third part of the book, Dale gives us the tools to bring others to our point of view.**

- "Show respect for the other person's opinions. Never say "You're wrong."" (Carnegie 2011: 150)

Here, the author shows us that if we disagree with another person, all we have to do is say "I could be wrong... let's see it together". Indeed, who can find anything wrong with that? That way, we won't get into trouble if we admit that we are prone to error.

- "Start with questions to which the other person will answer yes" (Carnegie 2011: 172)

When we want to convince someone, we must avoid, from the beginning, asking questions on which we disagree. This is an important point in making friends. Let's focus on the points that bring us together and underline them. To do so, asking questions whose answer is yes is very important, because if the answer is no, the person we are talking to will unconsciously be on the defensive.

- "Let the other person feel the idea is his or hers" (Carnegie 2011: 183).

Dale Carnegie also says that we should not impose our opinions at all costs, but make skillful suggestions, allowing the other person to draw his or her own conclusions.

- "Appeal to the nobler motives" (Carnegie 2011: 200)

Let's not judge and let's not have preconceived notions about people. Let us always think of them as potential friends and honest individuals. By thinking this way, we make ourselves more interesting to others.

- "Dramatize your ideas" (Carnegie 2011: 204)

By making our ideas big and sensational, we make it easier to make an impression on people. That way, they remember us more easily.

**PART FOUR: In the 4th part, the author gives us the tools to be a leader, to change the attitude of others without irritating or offending.**

- "Talk about your own mistakes before criticizing the other person." (Carnegie 2011: 225)

Hearing that they are not the only ones who make mistakes makes people feel less guilty about the mistakes they make. It allows them to feel closer to us and to make us more human in their eyes. Finally, it makes us more credible in their eyes and encourages them to listen to us more.

- "Praise every improvement" (Carnegie 2011: 237)

According to Dale, every improvement, no matter how small, should be encouraged. That's how we stimulate those around us, that's how we encourage them to continue their efforts.

- "Make the other person happy about doing what you suggest" (Carnegie 2011: 250)

Finally, as last advice, the author tells us that we must convince others that our suggestions will benefit them. When we make a proposal, we have to formulate it in

such a way that our interlocutor understands that he or she will gain personal benefit from it.

### 2.3.3 Is the book still relevant?

In 1936, Dale Carnegie made a public statement that the power to influence one's fellow man is indispensable to any man living in society. Human relationships have become more complex but the teachings are always relevant (Cole, B. 2011). Now you can maintain a social connection wherever you are. Even alone in the middle of nowhere, all you need is an internet connection and a smartphone to communicate with your friends on social networks. The media have multiplied and networks extend beyond borders. As a result, these major changes have made Dale Carnegie's teachings more relevant than ever. They form the basis of all effective communication. If we approach one person badly, we risk sending the wrong message, hurting the other, or not achieving our goals. In the age of social networking, "precision of communication is important, more important than ever, in our era of hair trigger balances, when a false or misunderstood word may create as much disaster as a sudden thoughtless act" (Thurber 1961: 44). Indeed, messages that spread rapidly and on a very large scale need to be expressed conscientiously. Each word, each gesture can have several meanings. This is why it is important to master your communication in order to be listened to and to make the right message understood. This is a true art. To better understand the difficulty and the importance of communication, we can quote this sentence by Bernard Werber which sums up the situation perfectly:

"Between what I think, what I want to say, what I believe I say, what I say, what you want to hear, what you believe to hear, what you hear, what you want to understand, what you think you understand, what you understand...They are ten possibilities that we might have some problem communicating. But let's try anyway..."<sup>1</sup> (Werber 2010: 18).

Thus, Dale Carnegie's teachings are still applicable to today's world, although it is true that the examples used in the book are not recent (from the Civil War to the Second World War mainly). However, the author's assertion that "You can make more friends in two months by becoming interested in other people than you can in two years by

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<sup>1</sup> "Entre Ce que je pense, Ce que je veux dire, Ce que je crois dire, Ce que je dis, Ce que vous avez envie d'entendre, Ce que vous croyez entendre, Ce que vous entendez, Ce que vous avez envie de comprendre, Ce que vous croyez comprendre, Ce que vous comprenez. Il y a dix possibilités qu'on ait des difficultés à communiquer. Mais essayons quand même..."

trying to get other people interested in you" (Carnegie 2011: 176), remains limited. Indeed, in this day and age, we can achieve global visibility in a matter of weeks that once required a lot of effort and often years. Indeed, nowadays it is enough to be part of reality TV, to publish naked pictures, or by being experts to crush your interlocutors in debates Etc.. These examples do not follow Dale Carnegie's advice on human relations and are not very ethical. To be viable, people need to be branded in an honest and authentic way. Therefore, the book provides us with useful tips for creating an online empire. Dale Carnegie's advice is intended to be applied to real relationships. As such, the next section aims to explain the advent of social networks and the upheavals created in human relationships.

## 2.4 The utilisation of Networks to influence people

The word "network" is attested since the 17th century in the lexicon of weavers. It was used to name the crossover between the fibres (Quentin, 2012). In the 18th century, its use was extended to the medical register to designate the blood system or the nervous system. It was in the 19th century that the word took on a new meaning to designate all the roads, roads and railways that run through a region or country. Whether it is a fibre network, a blood network, a nervous system or a road network, the word reflects the complexity of the links that exist between the different elements to represent a whole. All its uses suggest the interweaving, the circulation of elements for which the network is the support. For Pierre Mercklé (2004: 2), a sociologist who has carried out extensive research on the subject, "in everyday language, the return to the notion of network, [...] to designate groups of individuals and their relationships with each other, was confirmed in the middle of the 19th century"<sup>2</sup>.

The advent of the Web and the transposition of social networks into platforms on the Internet have made it possible to translate the term "social network" in a new way. Social interaction between individuals, or groups of individuals, takes on a new dimension and it is now possible to create content. These new platforms for exchanges between several individuals, thanks to which a professional or private network can be built, allow to enrich and complete traditional social networks. In addition, the speed of contacts allows users to extend their contact networks to their contacts' contacts. This

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<sup>2</sup> « dans le langage courant, le retour à la notion de réseau, [...], pour désigner des ensembles d'individus et les relations qu'ils entretiennent les uns avec les autres, est attesté au milieu du XIXe siècle ».

virtual transposition of a social network provides an additional opportunity to connect and interact.

#### 2.4.1 The rise of Social Media

To reach 50 million users, it took thirty-eight years on radio, thirteen years on television, three years on the Internet, four years on the iPod, while Facebook will have won 100 million members in one year and Twitter has been even faster (Richter, 2012). The development of social networks has been rapid and, every day, new networks dedicated to specific uses or differentiated targets appear and integrate into our lives.

In ten years, social networks have become a major part of the lives of Internet users, to the point where they spend an average of 136 minutes a day on them in 2018 (Clement, 2019). They have become platforms for exchange on which information and opinions can spread at high speed. Consumers are constantly looking for information on products, services, brands, and become experts in the fields that interest them: they move from consumers to prosumers (Toffler, 1980 :27) and begin to form an opinion even before contacting a seller.

For a long time, "public relations" remained the prerogative of a small number of personalities who had access to the media. Now, with the development of social networks and publishing services, everyone has become potentially visible on the Internet. The interest of these social platforms is, beyond the community and user sharing aspect, to offer a marketing component. If a social network's primary purpose is to create connections and exchanges between its members, a social media opens up this network to a marketing dimension that includes a profit motive and advertising tools. As a result, everyone can create income through social networks in many ways.

#### 2.4.2 The new influencers

The era of social networks has seen the emergence of new influencers considered as opinion leaders. Now, an influencer is a person who uses a personal blog and/or social networks to communicate their opinions to Internet users and is able to influence them by changing their consumption patterns (Tuten and Solomon, 2019: 80). The influencer is most often a private individual, even if he is sometimes solicited by companies for commercial or advertising purposes. He can thus act as an ambassador for one or

more brands or on his own behalf. Its power of influence depends on its popularity, its expertise on a given subject and the extent of its target (followers, fans, subscribers). Influencers are considered as opinion leader. Many brands are now turning to influencing bloggers to reach new audiences or engage them in a different way. They find ways to work together to ensure that their message is communicated by a source of authority to which the public pays attention.

### 2.4.3 Influence of Social media on Consumer Decision Making

Newspaper advertising and the use of e-mail may soon disappear in favour of e-marketing and social networks. After individuals, more and more companies are going on Facebook, Twitter or YouTube in order to reach millions of potential customers through the Internet. These new communication platforms are revolutionizing the sales and marketing strategies of small, medium and large companies. Indeed, social networks are real communication tools and thanks to their use, the brand image of a product or a company can quickly gain notoriety.

The interaction between consumers and businesses is influenced by social networks (Darban & Li, 2012). Social networks thus become communities where information flows. These communities are considered by the consumer as a credible source of information for brand valuation. For example, a consumer who has purchased a product shares his or her opinion on social networks, whether positive or negative. He will thus be able to influence another consumer's decision. In this way the search for information during the purchasing process is changed. Indeed, besides asking family or friends for advice, people look at the opinion of social network influencers. It is now very quick to search for the desired information, just type in a few keywords. In addition, influencers very often share promo codes, which make it easier to buy something.

### 2.4.4 The evolution of promotional marketing

Due to the evolution of influencers, marketing has had to adapt to this new method of influencing in order to reach its customers. Previously, the push strategy referred to a "strategy to stimulate distributors to push the sale of such and such a product" (Lendrevie, Lindon, Lévy 2006: 353). This technique, through sales promotion and the distribution of samples, makes it possible to stimulate consumers and encourage them

to buy. One company's pull strategy referred to a "strategy of attracting buyers to incite them to buy such and such a product". This strategy was based on significant advertising investments with the objective of inciting the consumer to buy the brand (Lendrevie, Lindon, Lévy 2006: 352). Today, the distinction between these two techniques still applies to communication. In the world of media: push communication refers to traditional media, it starts from the organisation and moves towards the consumer; pull communication is that of digital media: the client follows the brands voluntarily (Lendrevie, Lindon, Lévy 2006: 355). Digital media have made it possible to move to a communication based on dialogue with consumers, which can in other words allow a more long-term relationship thanks to the feeling of belonging to the brands.

Another evolution in marketing concerns viral communication, which is based on digital word of mouth (WOM). WOM is defined as "the transmission of information and judgments of any kind from one individual to another, between peers, for non-commercial purposes." Viral marketing consists of generating word-of-mouth on the Internet (Baynast and Lendrevie, 2014: 36), via influencer marketing programs, communities, or viral videos. All contribute to building brand awareness. The Word of Mouth Marketing Association (WOMMA) was founded in 2004 with the aim of defining standards, identifying best practices and establishing viral marketing metrics. One of the most influential forms of communication is WOM. Trust in messages from peers is more important than trust in business (Smith, 2011: 489). A positive WOM can lead to product testing and purchase. However, it must be taken into account that if the WOM is negative, then it will lead to negative viral marketing and may then affect the brand in the long run.

#### 2.4.5 Content marketing

According to the Institute of Content Marketing (2020), content marketing is defined as "a strategic approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience - and, ultimately, to drive profitable customer action. ». Thus, digital content marketing is positioned as the management of processes allowing to identify, anticipate and satisfy consumer needs through the use of digital content. Content marketing enables the creation of relevant content adapted to different user profiles. Numerous digital formats are available for the distribution of content: Posts on several social networks, Video, Podcast, Blogs etc. Each company defines its strategy according to the different customer profiles.



#### 2.4.6 Marketing through influencers

The first use marketing through the influencers concerns sponsored articles (Bayle, N. 2019). A sponsored blog article consists, for a blogger, in being paid to publish content about the brand on his own blog, using his own tone. The beauty of sponsored articles is that each blogger can bring a unique perspective to the content so that it appeals to its readers. The second way is to use product reviews written by bloggers. This is another effective way to convince potential customers to make a purchase. Bloggers are known to be reliable sources, so their readers take note of any positive opinions about a brand. Then, influencers can also work through an affiliate program. This system can increase conversions for a product and bring a new audience to a brand. Offering contests in partnership with influencers and bloggers is also a way to do marketing. Finally, one of the other methods concerns advertising space. Indeed, placing ads on a YouTube video or on a blog allows you to awareness your brand by increasing the visibility of a brand.

#### 2.4.7 The main Social Media

Here are the most important social networks nowadays. Users are counted in terms of the number of monthly active users, in others words users who logged on at least once during the month.

- Instagram: It is a photo and video sharing platform that now has over 1 billion users per month (Hootsuite, 2020). Instagram is a mobile-only social network that allows users to create an account where they can share photos and short videos. The content is often artistically oriented with a real search for aesthetics. When publishing content, the user can identify another user account using the "@", indicate the place where the content comes from and associate one or more hashtags allowing it to be referenced according to different themes.
- YouTube: This online video sharing platform has more than two billion users (Clement 2020) with more than 500 hours of video uploaded every minute (Clement 2019). YouTube allows users to create an account on which they can share videos and to which other users can subscribe in order to be informed of

new publications. Internet users can react to a video by commenting on it or by putting a "like" or "dislike".

- Facebook : Facebook was created in 2004 and made accessible to the public in 2009. It is the social network with the largest number of users: 2.449 billion (Clement 2020). Facebook represents a large target, it is used by all audiences and allows people to keep in touch with their loved ones, share content (texts, videos, photos), react via comments or "likes" or even organise events. Its success can be explained by the fact that the social network knows how to adapt by constantly offering new functionalities such as recently the Facebook live which allows users to broadcast live videos.
- Twitter: this social network counts 340 million users (Clement 2020), it is the platform where users can write messages called "tweets" of up to 280 characters. The social network has become a real communication medium where users react to live news. Twitter also lists the most commented topics thanks to hashtags and shows the main trends according to geographical areas.

#### 2.4.8 Measure the power of influence in social media

The simplest way to calculate the power of influence of an influencer is to calculate its engagement rate (ER). An ER generally measures the commitment of consumers or subscribers to a publication, branded advertising or influencer (Sehl 2019). The notion of ER is mainly used in the field of social networks, each platform offers its own ER (Facebook ER, Instagram ER, etc.). The ER can also be used for blogs, articles, videos, etc.

In general, a ER is calculated by dividing the total number of interactions related to a publication by the number of individuals exposed to that publication. The interactions taken into account are generally:likes, and comments.

## ENGAGEMENT RATE FORMULA

$$ER = \frac{\text{TOTAL LIKES} + \text{TOTAL COMMENTS}}{\text{TOTAL FOLLOWERS}} \times 100$$

Figure 5 Engagement Rate Formula

The Phlanx site (Phlanx 2020) allows you to automatically calculate the ER of an Instagram page, a YouTube channel, a twitter account etc...

While they can be useful for making comparisons between different publications or for identifying trends, ER have two main limitations. They compile interactions that do not have the same value in terms of engagement. Indeed, a like is probably not worth a favourable comment or sharing. Finally, they do not take into account the tone of the interactions. For example, a publication can be shared as part of a bad buzz. Also, ER can be distorted by the many robots that are rampant on social networks. For example, fake influencers can try to inflate their ER by buying likes or comments.

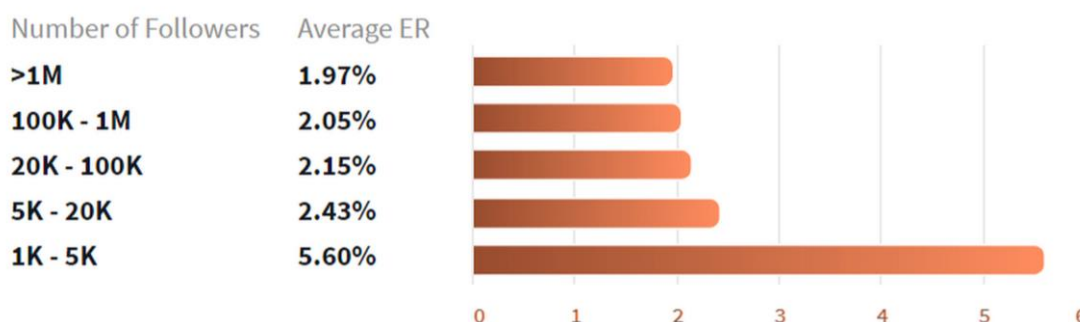


Figure 6 Average Engagement Rate

According to the Phlanx website, we can see that the average engagement rate decreases when the number of subscribers increases. Therefore, the more followers influencers have, the more their engagement rate decreases. According to Phlanx, these results are not surprising. The correlation between the number of subscribers of an influencer and the engagement rate is explained by the fact that users feel closer to micro-influencers than to macro-influencers. Micro-influencers are more accessible and more available to interact with them.

#### 2.4.9 Viability of social network influences in the long term

Since influencers are sponsored, we could say that they will be less credible in the eyes of subscribers. The answer is yes and no. Most of consumers believe that partnerships with brands influence the advice and opinions of influencers (Chan, 2018). It is true that when money is at stake, our opinion can change. However, whether it's a fashion influencer or a YouTube gamer, the credibility of an influencer depends on the advice they give and the products they use. For example, a make-up specialist will have little interest in allying herself with a brand of cosmetics that she doesn't consider to be correct. Her image as an expert is based primarily on the advice she gives. And this is indeed the main characteristic of an influencer: her recognized position as an opinion leader. Having managed to position itself as an expert in its field among a large community of subscribers, its strength lies in the trust placed in it, which gives it real leadership in the consumer decisions of its community. Moreover, the article also shows us that consumers indicate that experts in their field are able to maintain their

Moreover, if influencers abuse the trust of their subscribers, there is a high risk that it will come out. For example by recommend a product that subscribers will find bad, they will have less confidence in the influencer's advice afterwards. This is why it is in the interest of influencers to be transparent in their partnerships. Then Chan explains that consumers start to find repetitive content, it becomes rare to find original content among influencers. We find the same partnerships with the same brands between influencers, the same sunset photo Etc.. Thus, influencers must learn to innovate in order not to bore their audience.

### 3 Methodology

Through the methodology of the thesis we will examine the different methods that can be used to try to answer the research question "Are Dale Carnegie's lessons from his seminal book *How to Win Friends and Influence People* still relevant in the age of social media?".

According to the authors of the marketing reference book Mercator, we can define marketing research as a methodical work of collecting and analyzing information to better understand and know a market, an audience or an offer, in order to make better marketing decisions (Lendrevie, Lindon, Lévy 2006 : 1076).

In order to best respond to the problem, we conducted a qualitative study of Instagram influencers in France. This study consists of interviews and a case study to answer questions such as: How do they boost their visibility on social networks? What are their strategies to develop their Instagram? How do they communicate with their followers? In this way we will see if the Dale Carnegie's teaching can be applied to the social media, if so how.

#### 3.1 Research Methods

In order to answer research questions, a researcher can use three different types of research: explorative, descriptive and causal (Kotler and Keller 2019: 102). Here, our research will be based on a descriptive and qualitative study. As the name implies, the objective of descriptive research is to obtain an accurate and complete description of a situation. These studies are used to describe the characteristics of certain consumer groups, markets, situations, to estimate the proportion of individuals within a defined population who behave in a certain way, to determine whether certain variables are associated and to make predictions (Petrof, 1999:21).

The objective of the research here is to collect data and information on the strategy of French influencers on Instagram. Thus, the study can be seen as a description of their attitudes towards their followers.

Since descriptive research is based on the point of view of a few influencers, i.e. on a small sample, we will not be able to generalize their attitudes to all influencers because each influencer may act with a different strategy on Instagram.

### 3.1.1 Research Design

Since the way of communicating with one's followers is not a quantifiable phenomenon, qualitative research seems to be the most appropriate. Qualitative research is research that produces and analyzes descriptive data, such as what people say or write and how they behave (Taylor and Bogdan, 1984: 33). It refers to a research method concerned with the meaning and observation of a social phenomenon in the natural environment. It deals with data that are difficult to quantify. It does not reject numbers and statistics but simply does not give them first place.

Here, the study will focus on qualitative interviews and observations.

Interviewing is a method of research and investigation. Using this method, the interviewer seeks information about the attitudes, behaviour and representations of one or more individuals in society. The questions of the interview are prepared before it takes place. Indeed, before going into the field, the researcher develops a series of questions that will serve as a guide throughout the interview. Preparing for the interview also involves selecting the people to be interviewed. The researcher will interview only those people who are likely to have information about the subject of the research. Thus, "the researcher interviews a particular person because that person has a particular characteristic, because he or she belongs to a particular social stratum, because he or she has had a particular type of experience" (Anger, 2009: 52). There are three types of interviews: non-directive, directive, semi-directive. Here, the thesis will use the semi-directive interview, which is based on fairly generally formulated and open-ended questions. This type of interview makes it possible to ask new questions if the interviewee raises an as yet unknown aspect. A real discussion can take place. According to Kotler and Armstrong, one-on-one interviews promise to be a highly flexible method (2019: 109). However, the negative aspect here is that comparisons between the various interviews will be more difficult to make.

Semi-directive interviews can be conducted via multiple channels: telephone, face-to-face, Skype or WhatsApp calls. As the study is focused on French influencers, face-to-

face interviews are not possible, as the Covid-19 virus is currently rampant and the French are confined to their homes. This is why the preferred method will be Skype video calls that can be carried out remotely and that allow a good flexibility.

The second part of the study will be carried through case studies of Instagram influencers. The case study is an in-depth study of a specific case, whether it is an individual, a group or a specific subject (Hamel J, 1997: 15). The research design of case studies is also useful for testing whether scientific theories and models work in the real world. Case studies have the advantage of being easy to use and easy to set up. However, the approach is based on personal interpretation of the data and observations. The researcher must therefore be in neutral observation, but even if he is careful, his frame of reference will unconsciously influence the observations. Finally, the results cannot be generalized to all influencers.

### 3.1.2 Research Sample

The aim of the research is to understand what communication strategy French influencers use to develop their audience and increase their ER. Thus, the research sample consists of French influencers.

A sample is defined as a relatively small group that is scientifically chosen to represent a population as accurately as possible (Savard, 1978, Chap. 1). There are two types of samples: probabilistic and non-probabilistic.

A probability sample assumes that individuals are randomly selected and that the probability of belonging to a sample is known. In the case of a nonprobability sample, the choice of individuals in the sample is not based on chance and the probability of selection of a member of the population is therefore not known. The results from a nonprobability sample are not representative compared to those from a probability sample.

Since the research is qualitative in nature, the researcher will carefully select interviewees for interviews and case studies. The aim is to analyse influencers with larger and smaller communities. Therefore, the sample can be considered a purposive sample (Kotler and Armstrong 2019: 113).

Regarding the case studies, the researcher will conduct two analyses of two different French Instagram accounts. The first account selected is that of Lena Mahfouf. Indeed, this account appears to be a good object of study because of its 1.4 million subscribers, Lena also has a very good rate of engagement. Then, the second account will be that of Cyprien, a Frenchman who makes humorous videos and who is followed by 5.9 million subscribers. Thus, analyzing their behavior will be very interesting to understand why so many people want to follow them, comment and like their posts.

### 3.2 Interview Design

In order to collect qualitative data, interviews will be conducted either via Skype or WhatsApp, depending on the preference of influencers. The researcher's goal is to interview between 3 and 5 people. The researcher has established about ten questions, but remains open to proposals made by the interviewees. The interviews will follow a framework defined by the researcher, including the questions, themes and sub-themes to be addressed. The order of the questions may vary according to the individual, who at the same time has the freedom to answer in his or her own words. It is also very important to pay attention to the wording of the questions, to ask the interviewee again in case of blockage or hesitation, to reformulate the respondent's answer in case one is not sure of an answer... all the interviews are entirely transcribed in the appendix. For case analyses, the researcher will break down communication, behaviour, interaction with the audience, post and account hashtags.

The interviews will follow three phases.

Phase 1: Presentation of the objective of the interview. The objective is to relax the atmosphere and put the interviewee at ease, while explaining the purpose of our interview and reassuring him/her that all his/her answers will be considered only in an academic setting, making it clear that there are no right or wrong answers, and that what we are interested in is his/her opinion.

Phase 2: Presentation of the themes and sub-themes. In our interview guide we have three major themes to understand the influencers' strategy. Theme 1 concerns the content of the Instagram account. It is about understanding the purpose of the interviewees, what they want to share, what motivates them. Theme 2 is about their



strategy, what they are doing to grow their community... Finally, theme 3 is about their projects that worked, what went wrong and what didn't work. This will allow us to understand how they react, for example, when faced with a failure.

Phase 3: Conclusion. In the last phase we briefly recall the main points of our interview to ensure the results obtained and finally thank the interviewee for his/her collaboration.

### 3.3 Limitations

There are three limitations in carrying out this research topic: time, the fact that influencers with several thousand or even millions of subscribers are too busy to interview, and the last limitation concerns the current situation related to Covid-19.

Firstly, allowing for the general time scale of a Bachelor thesis, time limitations were a factor in the research and gathering of data for this work.. As a result, it was not possible to interview more people for the interviews. This is because the influencers' schedules are very busy, making it difficult for them to free up time. Secondly, the researcher was limited in the people he could interview. Indeed, the individuals interviewed are not very big influencers because they are not easily accessible and most of the time it is their community manager who answers, which would not have been of interest for the survey. Finally, the current context linked to Covid-19 has led to additional complications. From 16 March 2020 and for an indefinite period, the French had to remain confined. This confinement led to an overload of work, upheavals in the schedules Etc.. Thus it was very complicated to find people willing to be interviewed. In this way the interview sample is small, which cannot represent the reality on a global scale.

## 4 Research

In order to best address the issue, the research was first conducted through three interviews and then through three case studies. The researcher tried to vary the types of Instagram for the case studies: fashion, humour and life style. Then among the interview requests, only three received positive feedback. It turned out that the fields of activity were just as varied: Selfcare, family travel and slow life.

## 4.1.1 Presentation of the profiles studied







	<u>Léna Situations</u>	<u>Cyprien</u>	<u>EmmaCakeup</u>	<u>Devibration</u>	<u>FamilyCoste</u>	<u>Aude Bk</u>
						
<b>Year of creation</b>	2012	2012	2013	2018	2016	2012
<b>Followers</b>	1.5M	6M	1.9M	41K	116K	33K
<b>Number of publications</b>	2405	376	625	824	849	6192
<b>Engagement rate</b>	19,22%	3,35%	10,17%	13,96%	13,31%	1,80%
<b>Topics</b>	Fashion Lifestyle beauty	Comedy videos	Fashion Lifestyle	Sport Vegan food Body positive	Travel family	in Slow Life Vegan food
<b>Instagram Link</b>	<a href="https://www.instagram.com/lenamahfouf">@lenamahfouf</a>	<a href="https://www.instagram.com/6pri1">@6pri1</a>	<a href="https://www.instagram.com/emmacakecup">@emmacakecup</a>	<a href="https://www.instagram.com/devibration">@devibration</a>	<a href="https://www.instagram.com/familycoste">@familycoste</a>	<a href="https://www.instagram.com/aude_bk">@aude_bk</a>

Table 1 Instagram Profiles studied

- Lena situation of her real name Mahfouf, shares her looks, her beauty tips, and her adventures. She wants her subscribers to be able to follow her in all daily situations. Now working with fashion and beauty brands, she multiplies her travels to New York, Singapore, Tokyo and LA. Lena can be proud because her engagement rate reaches 19.22%, which is huge for a community of this size. According to Plhanx, Instagram accounts with over one million subscribers have an average engagement rate of 1.97%.
- Cyprien Iov, known as Cyprien, is a French blogger, podcaster, youtuber and animator. He first started under the nickname Mister Dream in 2007, creating videos mocking his generation. Today he's 31 years old and makes a living from his activity, he still publishes humoristic videos, short films, comics Etc.. Cyprien is currently the 2nd French youtuber with 13.6 million subscribers.
- Emma CakeCup, is a French YouTubusee that deals with various themes such as fashion, beauty and daily life in general. She posts her first video in 2013 and gradually finds her audience. Some time later, she decides to share her

playlists, her favorites and her hits, her travels, her bisexuality... Finally, she confides in many aspects of her personal life.

- Devi, through its Instagram account and its Youtube channel, creates content for her audience to learn to love their bodies and make them understand how valuable they are. She shares her passion for food, health, sports, travel and life. She posts vegan, healthy, quick and easy recipes. As well as indoor training to evolve physically and mentally, and finally advice on life in general to help them feel better every day.
- FamilyCoste is a French-Belgian family living on the roads of the world in caravans since 2016 with their three children. Through their Instagram account and their Youtube channel they want to make their audience travel and discover another way of life. Their goal is also to talk about what these changes have brought them, the personal transformations they have experienced, the memorable encounters they have had, and the impact it has had on their family and their educational choices.
- Aude is the mother of two little girls but also an Instagrammer. She has been on the web since 2009, she first started with a blog then Instagram and YouTube. Her goal through her Instagram account is to share daily tips, vegan recipes, quotes to think Etc.. All this to help people to gradually change their daily life for a better tomorrow.

#### 4.1.2 Social media strategy

In order to understand the strategies used by instagrammers, a series of questions were asked during the interviews, and several criteria were analyzed for the case studies. They were based primarily on the following principles of Dale Carnegie: “Become genuinely interested in other people” (Carnegie 2011: 87); “Talk in terms of the other person's interest” (Carnegie 2011: 118).

- Interviews

First, based on the interviews, all three interviewees indicated that they started on Instagram out of passion, so they didn't identify the interests of their audience at the

outset. However, now they identify them through their statistics: likes, comments and sharing. But also thanks to the engagement rate, which also gives them access to partnerships with brands. They can see what likes and dislikes. For Devibration, it is important to try to adapt to what her subscribers prefer, but she wants her content to be as close as possible to her reality: no fake. Her goal is that her subscribers can identify with her, and that she can inspire them to accept their bodies. Sometimes she uses polls to find out what they would like to see on her account. For FamilyCoste, even though they identify the interests of their community, they follow the same editorial line, they talk about family travel and all that comes close. As a result, their community that follows them on that will always be satisfied. Concerning Aude Bk, it's a bit different. She identifies the interests of her community but she publishes according to her desires, what she likes Etc.. She says that her content is there to make people think about certain aspects of life, about food, about ecological habitat, etc. She also says that she wants to make people think about the environment. All this to make people think, and plant seeds in the minds of her subscribers.

Thus, their strategy was to develop their account. Devi indicates that it does not use a fixed strategy to meet the interest of her subscribers. She posts the photos she wants when I want her to. For FamilyCoste, they rely heavily on their descriptions and photos because they are the first things a person will see when they arrive on the account.

Their goal is to catch the person, to captivate them and to arouse their curiosity from the very beginning. Then, another strategy they have put in place, is related to their Caravan. They have stuck a huge sticker with the name of their social networks on

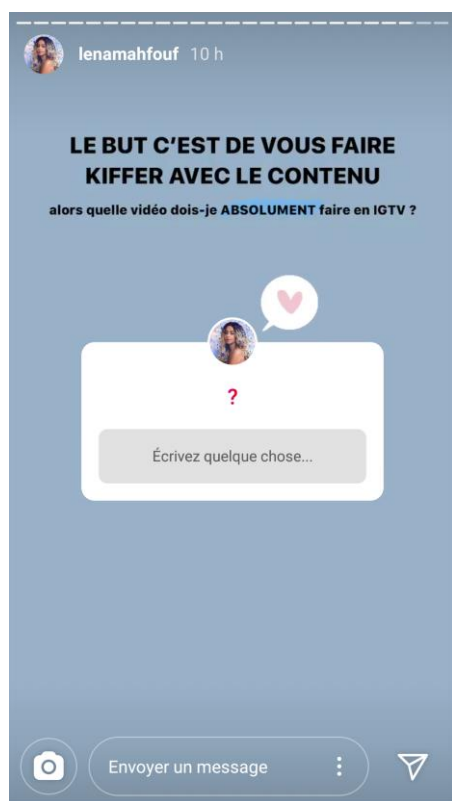


**Figure 7 FamilyCoste's Caravan**

it. So if someone passes them on the road, they can see their name and

out of curiosity go and find them on Instagram. It's a technique that works quite well because they have several subscribers who knew them thanks to this. Finally, Aude Bk does not use any strategy to increase her number of followers. Her content varies according to what she likes, she has no guidelines.

- Cases Studies



**Figure 8** Lena Situation's Story 16/04/2020

Then, according to the case studies, Lena always makes sure that her content appeals to her audience, as her story of 16<sup>th</sup> April 2020 shows. She inserted a questionnaire "The goal is to get you excited about the content, so which video should I make? ». This way her subscribers can suggest ideas, and Lena takes them into consideration. This shows that she is interested in what interests her community. As for Cyprien, he likes to create videos on themes that will appeal to his subscribers. For example, he asked them in a post on 14<sup>th</sup> December 2019 "THE MEETINGS heroic fantasy edition. Would you like to do that? ». The answers were very positive, and the video is currently in preparation. Then, for a very long time,

these subscribers had been asking for drawing DIY because Cyprien likes to draw a lot. So, he created five video DIY on Instagram, and more are in the making. Finally for Emma, her publications all deal with the same subjects, unless her subscribers ask her for specific subjects. For example, she shared a story on 12<sup>th</sup> april 2020 about a message that a subscriber had sent to her asking her to tackle a new subject. On the story she created a poll to find out if it would interest a majority of her community. Thus, we can see that these influencers take into consideration the interests of their community.

#### 4.1.3 Communication and interaction on social networks

Next, the researcher analyzed the communication and interaction that instagrammers have with their audience. To do so, he followed the following principles: « Smile » (Carnegie 2011: 95); "Be a good listener. Encourage others to talk about themselves" (Carnegie 2011: 113); "The only way to get the best of an argument is to avoid it "(Carnegie 2011: 140); "Show respect for the other person's opinions. Never say "You're wrong."" (Carnegie 2011: 150); "Dramatize your ideas" (Carnegie 2011: 204); « Talk about your own mistakes before criticizing the other person" (Carnegie 2011: 225).

- Interviews

First, it was interesting to understand whether interviewees have a list of rules or guidelines on how they post and interact with their subscribers. For Devibration, she uses one, and finds it important to be consistent. First, she always expresses herself as sincerely and simply as possible. She addresses them as if they were her sisters and brothers to create a proximity link. Secondly, she thinks that the smile is very communicative and therefore uses it a lot. Finally, she posts a lot of stories. This allows her to use tools such as surveys, which allow her subscribers to ask her questions, which strengthens their link. As far as FamilyCoste is concerned, there are a few rules that apply. First of all, they call their subscribers their travel "comrade". Finally, they posts a lot of stories. This allows them to use tools such as surveys, which allow their subscribers to ask their questions, which strengthens their link. They speak to them as if they were all one big family, to create stronger bonds with them. Then, under each photo, they tell what is happening in their lives. At the end of their message, they always question their subscribers in order to get them involved, and to increase their comments under each photo. Then, they regularly organize contests, which allow them to reward their subscribers, but also to



Figure 9 Devibration's questionnaire 15/04/2020



Figure 10 Aude Bk smiling 01/03/2020

quickly increase the number of subscribers. Finally, they love to use surveys, questionnaires and barometers to get their subscribers to participate. Aude Bk, for her part, has a few habits but she does not call them guidelines. She interacts with her subscribers in a simple way and addresses them as if they were her relatives. In order to get them to participate, she sometimes conducts



surveys to best answer their questions. Finally, she expresses herself with them with a smile, because she thinks it's important to convey positive vibes.

Next, the researcher investigated if the influencers used a guideline in announcing their projects. Thus, we learned that they all use one. Devibration, to announce its projects like for example its brand BOWA of eco-friendly bottles, it leaves a little bit of suspense. For this she announces a few weeks before the release of a big project, then she posts a few small clues as she goes along. Finally when the launch date is there, she posts a photo to explain her project and also a video on YouTube. Concerning the FamilyCoste, they love to use the countdown to announce their projects, to build up some kind of tension, to arouse curiosity. All with an enigmatic title such as "announcing our secret project". Then they post a photo to announce the release of the project, and then when the release date is there, they post an Instagram post and a YouTube video to explain everything from A to Z. Finally for Aude Bk, she prefers to announce her projects at the last moment, when she's sure everything is ok. For example, for the release of her self-published book, she talked about it to her subscribers, just before its release. She prefers to remain silent about her projects, for fear they will not succeed.

Then it was interesting to see how they dealt with their mistakes. For Devibration, honesty is for me the number one key to Instagram. She believes in not lying about her life, about her plans. When she's in trouble, it shouldn't be a problem. She feels that her subscribers are just as human as she is. If she fails on a project, as was the case with the opening of her paid website, she doesn't hide it. As far as FamilyCoste is concerned, they haven't yet had to deal with failures and mistakes. But if they did, they would share them. On the other hand, they very often have a hard time, whether at customs or with their caravan. They share all this with their community, so that they do not think that their lives are all rosy and so that they can show them how to get out of the galleys. Finally, Aude Bk does not prefer to share her mistakes because she prefers to focus on the positive.

Finally, the researcher looked at how people reacted to positive or negative criticism and to conflict. For Devibration, when the comment or message is constructive (positive or negative), she thanks the person for his or her feedback. This kind of message helps her to progress towards the best. On the other hand, if the messages are just there to insult the person, she either replies "Good day" or she deletes the

message directly and blocks the person. It depends on whether the person is repeatedly seeking conflict. Since the goal is to create a good-tempered community, there is no room for hatred. Then, FamilyCoste gets a lot of messages, which is difficult to manage. So they spend a lot of time answering messages, because for them it's thanks to our subscribers that they can live this way of life, so it's a way to thank them. They receive few negative comments or messages, and when they do, they ignore them because they simply don't have the time to deal with them. Finally, Aude Bk is always curious about what her subscribers have to say to her. She learns a lot from them. It's like an exchange between them. However, it is true that it regularly happens to her to have private messages that are hurtful or even insulting. So when it's like that, she tries to make the person think about what she has just written. And if the person is too virulent she blocks it, because she doesn't want to spend too much energy in futile debates.

- Cases studies

Concerning the case studies, we could see that Lena talks to her subscribers as if they were brother and sisters, like one big family: "Hi guys". She always speaks with humour, whether it's in her posts, story Etc. She loves self-mockery. Lena is a very positive person, she advocates her positive attitude. This sign that she inserts a little bit everywhere "+="+ means that the positive attracts the positive. It's a bit of her trademark. Concerning Cyprien, in his stories, he talks to his subscribers as if they were his friends. On the other hand, in the description of his posts, he doesn't write much, he doesn't usually address them directly but writes self-mocking descriptions. Indeed, Cyprien interacts with his subscribers in a humorous way, that's his trademark. Like for example his post of 9<sup>th</sup> March 2020 where he wrote "With or without beard? Hihi (I disgust myself)". Finally, Emma always speaks and writes with humour. She particularly likes to make pranks and other jokes in stories. Concerning the way she talks to her audience, she talks to them as if they were her brothers and sisters, she places herself as the big sister who gives advice. Moreover she calls them "my



Figure 11 Cyprien's publication 09/03/2020



young sprouts" which amplifies her position as a big sister.

Then, the researcher analyzes how these influencers announce their projects. Concerning Lena always announces them with suspense and as big projects. This was



Figure 12 Lena Situation's collaboration with Jennyfer 27/04/2019

for example the case for her collaboration with the clothing brand Jennyfer, for which she designed an entire collection. We can see in the description of the post of April 27<sup>th</sup> 2019 that she calls this project a "big secret". So that consumers can also repost their photos with the clothes, a hashtag was created #lenasituationsxjennyfer.

This creates sharing and interaction between the community and Lena. We can see from the statistics that this post worked very well. It collected 1650 comments, three times more than the previous photo and five times more than the next one. In addition, her subscribers have posted 3522 photos with the hashtag. So this announcement of the big project had a lot of interaction. Then, for Cyprien in March 2017, to announce his plan to release a new YouTube video, he just posted a picture of him dressed as president at the Elysée Palace with the description "New video on my YouTube channel. Did you watch it? #Cyprien2017". We can see that he's questioning his subscribers to get them to go see his video.



Figure 13 Cyprien's publication 30/03/2017

Finally, he added a touch of humor with the written hashtag of the French presidential election style. So we can see that he announced his project in a normal way, without making a big event out of it. However, this post had a lot of interaction: twice as many likes and five times as many comments as the previous picture. Finally, to announce her projects, Emma announces them when they are not finished yet. She likes to show the backstages to her subscribers. For example, at the end of 2019, she shared her shooting for Playboy 2020 in a story: "I'm going to make the Playboy 2020 calendar, it was a dream for me really". So she doesn't use a countdown timer, or a "secret" name for a project.

In order to understand why some posts attract little interaction, the researcher analyzed such posts among influencers. Thus, for example, for Lena, her post of January 27<sup>th</sup> 2020 had few interactions. The post in question was a photo of her and one of her friends with the description "in the last few days... ❤️ ». Lena did not ask any questions to her subscribers or make a joke. Thus, this photo collected 271 comments and 249k likes, which is very little compared to other posts. Then, on 24<sup>th</sup> january 2020 Cyprien posted a picture of himself at the comic book festival. This post received little interaction, both in terms of comments: 236, and in terms of likes: 117K. We can see that the description does not include a humorous sentence, and that the content as such on the books does not correspond to what he is used to posting: i.e. humorous posts. We can assume that his subscribers did not recognize themselves in the publication.



Figure 14 Lena Situation publication 25/03/2020

Finally, the researcher sought to find out how these influencers responded to criticism. In order to understand how Lena responds to her subscribers, her photo of March 25<sup>th</sup>, 2020, which was controversial because she was posing in her underwear, was studied. In a story, she explained that she had received a lot of negative comments and messages such as "but what do your father and boyfriend think of this kind of photo? She replied that she would no longer accept this kind of message in 2020. She said stop sexism and that her father and her boyfriend had nothing to say about it, and moreover that they approved of her photo because they value gender equality. Then she insists that people who have a problem with that, that they stop following her. So, all comments like that have been deleted. Some of her subscribers defended it in the comments, and Léna thanked them by replying to them with "I love you", for example. Concerning Cyprien, he never replies in comments, whether positive or negative. Thus, there is no direct interaction between him and his subscribers. Finally, for Emma, the researcher studying a case that has caused controversy. In December 2018, the youtuber Emma CakeCup was at the centre of a controversy over some of her business practices. In an article published on the BFM website, we learned that she had been promoting shady dropshipping sites with her companion, the youtube player Oltean Vlad (Bailly, 2019). As a reminder, dropshipping is a legal practice, but it sometimes borders on fraud. It consists of selling a product from a manufacturer or wholesaler through a commercial site that only provides promotion and ordering. Many dropshipping sites take advantage of this to pigeonhole customers on the way by inflating prices or by accumulating orders before disappearing. This was the case of Emma Cakecup and Oltean Vlad, who on Instagram and Snapchat promoted headphones strongly resembling classic AirPods at 50 euros, (sold 179 euros at Apple (Apple, 2019)). This kind of business is not without repercussions, subscribers are outraged and feel betrayed. As a result of this affair, Emma said she "lost 60% of her turnover"(Emma Cakeup, 2019).

#### 4.1.4 The importance of subscribers on social networks

Finally, the researcher analyzed the ability of instagrammers to motivate their subscribers to act and to apply their advice, tips and tricks Etc.. In their daily lives. The study was based on the following principles: "Arouse in the other person an eager want" (Carnegie 2011: 72); « Make the other person feel important – and do it sincerely" (Carnegie 2011: 129); « Praise every improvement » (Carnegie 2011: 237); « Make the other person happy about doing what you suggest" (Carnegie 2011: 250).

- Interviews

First of all, the researcher asked if they used a guideline to highlight their subscribers and make them feel important. All three make a point of highlighting their subscribers, because they feel that it is thanks to them that they can make a living from their activity, and that it is normal to thank them. Finally, they believe that sharing is not a one-way street, but between them and their audience and vice versa. However it is something that happens naturally, they have no rules. For example for Devibration, if they tag her on a story, she republishes it in her story. She does everything she can to encourage them to be a better version of themselves. Finally, she also sometimes asks their opinion on specific things, which shows that their opinion is important to her. Concerning FamilyCoste, they also like to share with them, ask their opinion Etc.. Recently they have for example launched a concept called "Solidarity Virus" which is related to the current situation of the Covid-19. The goal being that their subscribers send them a small video of themselves. Then they will take a sequence of their video and mix it with all the others to share a strong, inspiring message, which hopefully will motivate people to change their habits and make better decisions for humanity. This concept allows our subscribers to be directly involved in their community. Finally, FamilyCoste regularly launches contests, which allows it to rapidly increase the number of subscribers. Finally, Aude Bk attaches great importance to her subscribers and thinks it is very important to show them. She talks a lot with them by private message and their conversations are very instructive. She often shares stories to show her community that they have very interesting things to say and this pushes them to share them.

Next, the following questions helped us understand how instagrammers stimulate their audience and encourage them to apply what they share in their posts. All three counts indicate that it is through their personal stories that they inspire their communities. By showing that anything is possible: getting out of anorexia for Devibration, going on the road with the family for FamilyCoste, and going from overconsumption to slow life for Aude Bk. Then, some create sporting challenges, others share their recipes Etc.. Finally, it puts back in story the people who follow the challenges or make the recipes to motivate them to continue their efforts.

- Cases studies



From the case studies, we could see that in order to create links with her community, Lena created the hashtag "#ootdsituation". This allows her subscribers to add it in the description of their Instagram posts when they post a photo. So, at the moment, the hashtag currently totals 78824 posts. Sometimes Lena reposts some of her posts in her story. This shows that she is interested in them, that she likes their post, and it encourages them to continue. Concerning Cyprien, he links almost only with contests where he actively involves his subscribers. These are not contests where you just have to comment on the post, but where you have to produce something. For example, in July 2019, he launched a competition in partnership with Cdiscount, for which his subscribers had to produce a mini film lasting a few minutes. The reward was €15,000 and Cyprien shared the creations of his subscribers to encourage them to continue creating. Lena and Emma also often hold contests to reward their subscribers, and they believe that it is thanks to them that they live their dreams. In addition to contests, Emma likes to build a strong bond with her subscribers, she likes to ask them questions, ask them if they are doing well. Like for example this post of 12/04 where she asks her community how their confinement is going. Finally, Emma, through her posts, makes people understand how important her subscribers are to her. She

dedicated an entire post on 17/01/2020 where she wrote "I love you and without you I am nothing so thank you for being here and following me. You are my whole life, thanks to you I am living my dream. Thank you so much for everything." Then she often reposts the messages of her subscribers as a story.



Figure 15 Emma Cakeup's publication 12/04/2020

## 5 Conclusion

Based on the data collected in the interviews and through the case studies, we can say that some of Dale Carnegie's principles apply completely to social networks. Indeed, we could see that influencers are really interested in their subscribers. To do so, they often propose surveys in story form to find out what they want and then address the requests for publications, videos etc.. Then, Carnegie tells us to smile. On this point, all the influencers studied are agree. Smiling is communicating positive vibes, and as the author of the book says, smiling means "I'm happy to see you" (Carnegie 2011: 95) which applied to social networks would be more like "I'm happy to talk to you", because influencers do not directly see their subscribers. Thus, followers are more likely to listen to the person speaking. Then Dale tells us to attract sympathy by listening and encouraging others to talk about themselves. We can see through the analyses that influencers apply this by, for example, asking a question at the end of a publication. As was the case with EmmaCakeup, when she asked her subscribers how their containment was going. This is one way to apply the concept that tells us to give importance to their audience, that they feel listened to so that in return they listen to them more too.

In order to understand the importance of these principles on social networks, we can see that Aude Bk who is the only one with a engagement rate below the average, does not publish according to the desires of her subscribers but rather her own, she talks about her projects when they are finally released and does not talk about her failures. So we can assume that these Dale Carnegie principles are still valid and should be applied to social networks. Indeed, we can assume that talking about his projects and failures shows that we have ambition but that sometimes things don't go as we would like. This allows influencers to appear more human and therefore closer to their community, which will identify more easily with them. Thus, these principles are useful to ensure a good rate of engagement and therefore interaction from subscribers.

Then, based on the analysis we have seen that some principles cannot be applied as such on social networks. Indeed, the book *How to Win Friends and Influence People* is based on real, face-to-face conversations. However, social networks have opened up a new type of communication: virtual communication. When an influencer talks on social networks, he talks to thousands of people, it's like mass communication. Thus, we can see that some principles cannot be applied as they are. This is for example the case of

the principle "Remember person's name" (Carnegie 2011: 103). Indeed, an influencer does not know all the individuals in his community, so it is impossible to speak directly to one person. He can only do so when, for example, he reposts a story from a subscriber and quotes his name. So this principle has its limits. Secondly, Dale tells us to respect other people's opinions. We have seen that influencers react differently on this point. Some suppress hurtful comments, others respond with a story. The researcher thinks that if a criticism is constructive, yes it is important to listen to it, but the problem with social networks is that they have created a kind of "community of haters" who behind their screens like to insult, and criticize the Instagrammers' publications. This was for example the case of Lena situation with her picture of her in lingerie. Many people were very hostile to her, if she followed Carnegie's principle, she should have accepted the opinion of others. But is it conceivable to accept the relentlessness, sexism, or any other criticism of the same style? Finally, the other concern is that, as we have seen in the interviews, influencers receive so many messages and comments that it is impossible to respond to all of them, so most of the time they do not respond to. Finally, we saw that yes, influencers are interested in their subscribers but we can put a limit to that. Indeed, when they post a survey in a story, they take into account the majority. Thus, we can say that it is impossible to satisfy the whole community, and therefore this Carnegie principle has some limits.

Finally, through interviews and case studies, we were able to see that influencers apply similar principles to each other, which do not appear in the book *How to Win Friends and Influence People*. Firstly we could see that many of these influencers like to interact with humour. It's a good thing because, laugh reduces stress and promotes memorization. Humour is a tool that energizes communication and creates complicity between the influencer and his community (Verwée, 2018). In addition, Instagram offers primarily entertainment content, and people like to connect to it to relax. What could be better than humour and laughter? Then, in interviews the researcher asked if influencers had anything to add, and two of them said it was important to be honest and sincere in one's actions. That is to say that for them it is important because the subscribers feel it, and that lying on such and such a subject can be fatal because all it takes is for a subscriber to realize it and share it and it will quickly go around the web and tarnish their reputation. Moreover we were able to verify this through the drop shipping case of Emma Cakeup which went very far, and she herself said she had lost 60% of her turnover.

To conclude, the teachings of Dale Carnegies are still applicable to social networks despite the change in the type of communication, however some principles need to be adapted to this mass communication. Finally, to go a little further, it would be interesting to add some new principles on honesty and humor for example. The researcher wishes to specify that it is important for him above all for an influencer to share what he is passionate about, whether it is travel, fashion, etc.. Indeed, an influencer will spend a lot of time on social networks. So it is important to share with passion, to put one's heart into it in order not to get bored on the long term and lose one's enthusiasm.



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**Interview questions**

- 1- Que peux-tu me dire à propos de toi et de ton compte Instagram ?
- 2- Identifies-tu les intérêts de ton audience et utilises-tu ceux-ci dans tes postes ou tu te concentres sur tes propres connaissances et intérêts et publies à ce sujet ?
- 3- Utilises-tu une stratégie spécifique pour développer ton compte et augmenter ton nombre de followers ?
- 4- Quelles règles utilises-tu pour mettre en avant tes abonnés, et leur faire sentir leur importance à tes yeux ?
- 5- Disposes-tu d'une liste de règles ou de lignes directrices sur la manière dont tu affiches et interagis avec ta communauté ? Si oui, peux-tu les expliquer ?
- 6- Comment gères-tu les critiques, qu'elles soient positives ou négatives ?
- 7- Suis-tu un guideline pour annoncer tes projets auprès de ta communauté ?
- 8- Communique-tu, tes erreurs ou tes échecs auprès de ton audience ?
- 9- Comment fais-tu pour stimuler ton audience et les encourager à appliquer ce que tu partages dans leur quotidien ? Les encourages-tu ?
- 10- Utilises-tu le taux d'engagement comme indicateur du succès de ton compte Instagram ?
- 11- Comment vois-tu l'évolution de la communication à travers les réseaux sociaux ?
- 12- As-tu autres choses à ajouter ?

## Interview of Devibration

- 1) Que Peux-tu me dire à propos de toi et de ton compte Instagram ?

Je m'appelle Dévi, j'ai 22 ans et je suis la créatrice du compte Devibration. Mon but est que les gens accepte leur corps et en leur faisant comprendre à quel point ils ont de la valeur. Sur mon Instagram je partage ma passion pour la nourriture, la santé, le sport, les voyages et la vie. Je post des recettes vegan, saines, rapide et facile. Ainsi que des entraînements en salle pour évoluer physiquement et mentalement, et enfin des conseils sur la vie en général pour vous aider à se sentir mieux au quotidien.

- 2) Identifies-tu les intérêts de ton audience et utilises-tu ceux-ci dans tes posts ou tu te concentres sur tes propres connaissances et intérêts et publies à ce sujet?

Oui bien sûre j'identifie les interets de ma communauté, notamment grâce à mes statistiques: likes, commentaires et partages. Je peux ainsi voir ce qui plaît et ce qui plaît moins. J'essaye de m'adapter à ce qu'ils préfèrent, mais je veux que mon contenu se rapproche au maximum de ma réalité : quand je suis heureuse je le montre, et quand j'ai des doutes je le montre aussi. Mon but étant que mes abonnés puissent s'identifier à moi, et que je puisse les inspirer à accepter leur corps. Parfois il m'arrive d'utiliser des sondages pour savoir ce qu'il leur plairait de voir sur mon compte.

- 3) Utilises-tu une stratégie spécifique pour développer ton compte et augmenter ton nombre de follower ?

Pour être honnête je n'ai pas de stratégie fixée sur Instagram. Je poste les photos que je souhaite quand je le souhaite. Cependant je fais quelques partenariats avec des marques comme Bulpowders et LoungeUnderwear. Cela me permet de gagner un peu en visibilité car les marques repostent parfois me photos sur leurs propres comptes Instagram. Ensuite, j'ai aussi ma chaîne YouTube sur laquelle je poste beaucoup de contenus (vlogs, journée dans mon assiette Etc.) qui m'apporte beaucoup de visites sur mon compte Instagram.

- 4) Quelles règles utilises-tu pour mettre en avant tes abonnés, et leur faire sentir leur importance à tes yeux ?

J'adore mes abonnés, et j'aime leur faire savoir. Par exemple s'ils me taguent sur une story, je la republie dans ma story. Je pense que le partage ne se fait pas en sens unique, mais entre moi et mon audience et vice versa. Je fais tout mon possible pour les encourager à être une meilleure version d'eux-mêmes. Il m'arrive parfois aussi de leur demander leur avis sur des choses en particulier, ça montre que leur avis est important à mes yeux. Mais c'est quelques chose que je fais naturellement, je n'ai pas de règles.

- 5) Disposes-tu d'une liste de règles ou de lignes directrices sur la manière dont tu posts et interagis avec tes abonnés ? Si oui, peux-tu les expliquer ?

Oui j'ai une ligne directive à ce sujet. Je m'exprime toujours le plus sincèrement et le plus simplement possible. Je m'adresse à eux comme si ils étaient mes sœurs et mes frères pour créer un lien de proximité. J'aime bien aussi ajouter des citations que j'apprécie sous mes photos. Ça rajoute un petit plus. Ensuite, je pense que le sourire est très communicatif, donc je partage souvent ma bonne humeur et mon sourire en story ou en photo. Ensuite, je poste beaucoup en story. Ça me permet de partager des choses de tous les jours sans que ça ait besoin de coller à mon feed. Cela me permet aussi d'utiliser les outils tel que les sondages, qui permettent à mes abonnés de me poser des questions, ce qui renforce notre lien je trouve.

- 6) Comment gères-tu les critiques, qu'elles soient positives ou négatives ?

En tant qu'influenceuse je reçois des messages de tous genres et tous les jours. Quand le commentaire ou le message est constructif (positif ou négatif), je n'ai pas de soucis avec ça et je remercie la personne pour son retour. Ce genre de message m'aide à progresser vers le mieux. Par contre si les messages sont juste là pour m'insulter, soit je leur réponds « Bonne journée » soit je supprime direct le message et je bloque la personne. Je veux que ma communauté soit dans la bonne humeur, il n'y a pas de place à la haine.

- 7) Suis tu un guideline pour annoncer tes projets auprès de ta communauté ?

Pour annoncer mes projets comme par exemple ma marque BOWA de bouteilles eco-friendly, je laisse un peu de suspense. Pour cela j'annonce quelques semaines auparavant la sortie d'un grand projets, puis je poste quelques petits indices au fur et à

mesure. Enfin quand la date du lancement est là, je poste une photo pour expliquer mon projet et aussi une vidéo sur YouTube.

8) Communiques- tu, tes erreurs ou tes échecs auprès de ton audience ?

L'honnêteté est pour moi la clé n°1 sur Instagram. Je pense qu'il ne faut pas mentir sur sa vie, sur ses projets. Quand je vais mal, je vais mal et ce n'est pas un problème. Je suis humaine et mes abonnés sont humains. Si j'échoue sur un projet, comme ça été le cas de l'ouverture de mon site internet payant, il n'y a pas de mal à cela et je ne le cache pas.

9) Comment fais tu pour stimuler ton audience et les encourager à appliquer ce que tu partages dans leur quotidien ?

Pour les encourager, je crée parfois des challenges sportifs à suivre sur plusieurs jours, ou encore je les encourage à m'envoyer les photos de leur recettes pour que je les repartage. Ensuite, je raconte aussi mon histoire personnelle pour motiver. En effet, je prône l'acceptation du corps et la positivité mais ça n'a pas toujours été le cas. Il y a quelques années j'ai souffert d'anorexie grave, un moment de ma vie qui a été très dur mais je m'en suis sortie. C'est ce que je raconte à travers mon Instagram, pour montrer que tout est possible.

10) Utilises-tu le taux d'engagement comme indicateur du succès de ton compte Instagram ?

Oui, quand nous sommes sur les réseaux sociaux cela est très utile pour voir la portée de nos posts. Si notre contenu plaît, comment est l'interaction avec nos abonnés ect. De plus, si nous voulons faire des partenariats avec des marques, cela devient indispensable. Les marques veulent investir dans des influenceurs qui ont un bon engagement pour s'assurer un meilleur retour d'investissement.

11) Comment vois-tu l'évolution de la communication à travers les réseaux sociaux ?

Pour moi les influenceurs ont un bel avenir, si et seulement si ils ne font pas du fake. Car les comptes Instagram ou tout est beau et rose ça fait rêver sur le moment mais nous savons bien que ce n'est pas la réalité. En ce moment nous sommes dans un mouvement de « On veut du vrai » (MyBetterSelf, 2019), et les comptes exposant cela



montent en flèche. Pour moi la communication doit rester vraie, et ne pas devenir robotisée.

12) As-tu autres choses à ajouter ?

Aimer ce que l'on fait est très important. Ça se ressent à travers les photos, stories Etc.. Si nous n'aimons plus ce que nous faisons nous n'avons aucun intérêt à continuer.

## Interview of FamilyCoste

- 1) Que Peux-tu me dire à propos de toi et de ton compte Instagram ?

Nous somme une famille Franco-Belge vivant sur les routes du monde en caravane depuis 2016 avec nos trois enfants. A travers notre compte Instagram nous souhaitons vous faire voyager et découvrir un autre mode de vie. Notre but est aussi de parler de ce que ces changements nous ont apporté, des transformations personnelles que nous avons vécu, des rencontres marquantes, et de l'impact qu'il a eu sur notre famille et nos choix éducatifs.

- 2) Identifies-tu les intérêts de ton audience et utilises-tu ceux-ci dans tes posts ou tu te concentres sur tes propres connaissances et intérêts et publies à ce sujet?

Oui il est très facile de voir ce qui plait et ce qui ne plait pas grace aux statistiques. Mais nous suivons la même ligne éditoriale, nous abordons le sujet du voyage en famille et tout ce qui s'en rapproche. De ce fait, nos communauté qui nous suit pour ça, sera toujours satisfaite. Nous n'allons pas par exemple poster un post d'un haul de vêtement car il n'aurai rien à faire ici, et qu'il ne plairait pas.

- 3) Utilises-tu une stratégie spécifique pour développer ton compte et augmenter ton nombre de follower ?

Pour développer notre compte Instagram, nous misons beaucoup sur notre description et sur nos photos, car ce sont les premières choses qu'une personne va voir quand elle arrivera sur le compte. Notre but est d'attraper la personne, de réussir à la captiver et d'attiser sa curiosité dès le début. A travers nos photos nous essayons au maximum de transmettre nos émotions pour toucher les gens. Ensuite, une autre stratégie que nous avons mis en place, en rapport avec notre Caravane. Nous y avons collé un autocollant immense avec nos noms sur les réseaux sociaux. De ce fait, si quelqu'un passe à côté de nous sur les routes, il peut voir notre nom et par curiosité aller nous chercher sur Instagram. C'est une technique qui marche plutôt bien car nous avons plusieurs abonnés qui nous ont connus grâce à cela. Enfin, nous lançons régulièrement des concours, ce qui nous permet d'augmenter rapidement le nombre d'abonnés.

- 4) Quelles règles utilises-tu pour mettre en avant tes abonnés, et leur faire sentir leur importance à tes yeux ?

Nous n'utilisons pas de règles pour faire comprendre à nos abonnés qu'ils sont merveilleux à nos yeux. Mais nous aimons beaucoup partager avec eux, leur demander leur avis Etc.. Dernièrement nous avons lancé un concept appelé « Virus Solidarité » qui est en lien avec la situation actuelle du Covid-19. Le but étant que nos abonnés nous envoient une petite vidéo d'eux. Nous allons prendre une séquence de leur vidéo, un mot, une phrase ou plusieurs et mixer cela avec tous les autres pour partager un message fort, inspirant, et qui on l'espère, motivera les gens à changer leurs habitudes et prendre de meilleures décisions pour l'humanité et notre belle planète. Et qui sait, peut-être influencer nos dirigeants à prendre de meilleures décisions pour notre avenir à tous ! Ce concept permet à nos abonnés d'être acteur de notre communauté.

- 5) Disposes-tu d'une liste de règles ou de lignes directrices sur la manière dont tu postes et interagis avec tes abonnés ? Si oui, peux-tu les expliquer ?

Oui nous avons quelques « règles ». Nous appelons nos abonnés nos « compagnons » de voyage. Nous nous exprimons à eux comme si nous étions tous une grande famille, pour créer des liens plus forts avec eux. Ensuite, sous chaque photo, nous racontons ce qui se passe dans notre vie, ou nous racontons un événement particulier, une expérience... à la fin de notre message nous questionnons toujours nos abonnés afin de les faire participer, et d'augmenter nos commentaires sous chaque photo. Enfin, nous adorons utiliser les sondages, questionnaires et les baromètres pour faire participer nos abonnés.

- 6) Comment gères-tu les critiques, qu'elles soient positives ou négatives ?

Concernant nos messages, nous en recevons des centaines par jours, ce qui est assez difficile à gérer. Nous avons la chance d'être deux pour nous répartir le travail entre YouTube et Instagram. De ce fait, nous passons beaucoup de temps à répondre aux messages, car pour nous c'est grâce à nos abonnés que nous pouvons vivre de ce mode vie, donc c'est une façon de les remercier. Pour être honnête nous recevons peu de commentaires ou message négatifs, et quand nous nous en recevons nous les ignorons car nous n'avons tout simplement pas le temps de nous en occuper.

7) Suis tu un guideline pour annoncer tes projets auprès de ta communauté ?

Nous adorons utiliser les comptes à rebours pour annoncer nos projets, pour faire monter la tension (rires). Ensuite nous postons une photo pour annoncer la sortie d'un grand projet, quand la date est là nous sortons une vidéo YouTube pour tout expliquer de A à Z.

8) Communiques-tu, tes erreurs ou tes échecs auprès de ton audience ?

Alors echecs et erreurs nous n'avons pas encore eu à faire face à ça. Mais si nous nous en avons, nous les partagerons. En revanche il nous arrive très souvent des galère, que ce soit aux douanes ou avec notre caravane. Nous partageons tout cela avec notre communauté, pour qu'ils evitent de croire que notre vie est toute rose.

9) Comment faits tu pour stimuler ton audience et les encourager à appliquer ce que tu partages dans leur quotidien ?

Nous procédons par l'inspiration de notre parcours. En 2015, nous étions comme la majorité des gens. Vendeur et nounou, issus de familles modestes et ayant une vie bien rangée à Lyon... Après avoir tout plaqué en France nous nous sommes lancé un défi : avec pour seul bagage notre réserve d'argent, partir vivre sur les routes à bord d'une caravane américaine et tenter de gagner notre vie grâce aux réseaux sociaux après une année et de nous sentir plus libres... A travers notre histoire, nous inspirons les gens qui veulent le même type de vie à suivre leurs rêves.

10) Utilises-tu le taux d'engagement comme indicateur du succès de ton compte Instagram ?

Oui bien sûre, c'est une des choses primordiale dans notre travail. Ça nous permet de mesurer les interactions sur notre compte, de voir si ce que nous proposons plaît Etc.. Et lorsque nous faisons des partenariats avec des offices de tourismes, ou bien encore des sites de voyage nous leur présentons notre portfolio où est indiqué notre taux d'engagement. Cela permet de montrer que notre contenu est vu et apprécié par beaucoup.

11) Comment vois-tu l'évolution de la communication à travers les réseaux sociaux?

Nous La communication a beaucoup changée avec les réseaux sociaux. Quand nous nous adressons à notre communauté, c'est à des milliers de personnes que nous parlons. Il est quasiment impossible de les individualisé. La communication est devenue collective et non individuelle. Par exemple si nous voulons remettre à leur place une partie de notre communauté car elle a par exemple posé des questions beaucoup trop personnelles, nous ne pouvons dire « vous êtes beaucoup trop curieux Etc.. », car de cette façon toute la communauté se sentirait visée.

12) As-tu autres choses à ajouter ?

Si vous avez un rêve, vivez le.

## Interview of Aude Bk

- 1) Que Peux-tu me dire à propose de toi et de ton compte Instagram ?

Je m'appelle Aude je suis maman de deux petite filles. Je suis sur la toile depuis 2009, j'ai tout d'abord commencé avec un blog puis Instagram et YouTube. Mon but à travers mon compte Instagram est de partager des astuces du quotidien, des recettes vegan, des citations pour réfléchir Etc.. Le tout pour amener les gens vers un meilleur demain.

- 2) Identifies-tu les intérêts de ton audience et utilises-tu ceux-ci dans tes posts ou tu te concentres sur tes propres connaissances et intérêts et publies à ce sujet?

Oui grâce aux statistiques je peux voir ce qui plait ou pas. Mais je publie selon mes envies, ce que j'aime Etc.. Mon contenu est là pour faire réfléchir les gens sur certains aspects de la vie, sur l'alimentation, sur l'habitat écologique Etc.. Le tout pour faire émerger des réflexions, et planter des graines dans l'esprit de mes abonnés. Si ça plait tant mieux, si ça ne plaît pas, tampis.

- 3) Utilises-tu une stratégie spécifique pour développer ton compte et augmenter ton nombre de follower ?

Je n'utilise aucune stratégie pour augmenter mon nombre de follower. Mon contenu varie selon ce que j'aime, je n'ai pas de ligne directrice.

- 4) Quelles règles utilises-tu pour mettre en avant tes abonnés, et leur faire sentir leur importance à tes yeux ?

Avec moi jamais de règle. Cependant il est vrai que j'accorde une très grande importance à mes abonnés et je pense qu'il est très important de leur montrer. Je discute beaucoup avec eux par message privé et nos conversations sont très instructives. Je repartage souvent en story afin d'enrichir ma communauté.

- 5) Disposes-tu d'une liste de règles ou de lignes directrices sur la manière dont tu posts et interagis avec tes abonnés ? Si oui, peux-tu les expliquer ?

Non je n'ai pas de lignes directrices. J'interagis avec mes abonnés en toute simplicité. Je m'adresse à eux comme si ils étaient mes proches. Je fais parfois des sondages

pour répondre aux mieux à leurs besoins. Enfin, je m'exprime avec eux avec le sourire, car je pense que c'est important pour transmettre des ondes positives.

6) Comment gères-tu les critiques, qu'elles soient positives ou négatives ?

Je suis toujours curieuse de ce que mes abonnés me parlent. J'apprends beaucoup de choses à leur côté. C'est comme un échange entre nous tous. Nous sommes une grande famille et on se relaye les informations. Cependant il est vrai que ça m'arrive régulièrement d'avoir des messages privés blessant ou. Alors quand c'est comme cela j'essaie faire réfléchir la personne sur ce qu'elle vient d'écrire. Et si la personne est trop virulente je la bloque.

7) Suis tu un guideline pour annoncer tes projets auprès de ta communauté ?

J'annonce mes projets au dernier moment, quand je suis sûre que tout est ok. Par exemple pour la sortie de mon livre en auto édition, j'en ai parlé à mes abonnés, juste avant sa sortie. Je préfère rester silencieuse sur mes projets, de peur qu'ils n'aboutissent pas.

8) Communiques-tu, tes erreurs ou tes échecs auprès de ton audience ?

Non, pas vraiment. Je préfère me concentrer sur le positif.

9) Comment fais tu pour stimuler ton audience et les encourager à appliquer ce que tu partages dans leur quotidien ?

Pour stimuler ma communauté, je partage ma vie et ses changements. Je pense que mon histoire peu permettre à mes abonnés de comprendre que l'on peut changer radicalement de vie, que c'est possible. En effet, j'ai d'abord commencé avec mon blog en 2009 sur la thématique de la mode. Je consommait en masse, faisait des partenariats avec des marques peu scrupuleuses alors qu'aujourd'hui j'évolue dans la slow life. Tout est possible, c'est une question de volonté. Ensuite, je partage aussi beaucoup de documentaires sur les bienfaits de ce type de consommation.

10) Utilises-tu le taux d'engagement comme indicateur du succès de ton compte Instagram ?

Il y a quelques années, quand je réalisais beaucoup de partenariat je vérifiais souvent mon taux d'engagement. Aujourd'hui cela n'est plus le cas. Je ne veux plus me prendre la tête avec cela.

11) Comment vois-tu l'évolution de la communication à travers les réseaux sociaux?

Pour moi, communiquer à travers les réseaux sociaux est devenue une méthode pour toucher le plus de monde possible. Avant, pour les gens "lambda", nous ne pouvions avoir d'impact que sur notre entourage proche: famille, collègues, amis, voisins Etc.. Aujourd'hui chacun peut partager ce qui lui plaît et se créer sa communauté. Je trouve que la communication à travers les réseaux sociaux a démultiplié le partage.

12) As-tu autres choses à ajouter ?

Partager avec le cœur, c'est ce qui compte.