FACEBOOK IN FINANCIAL SERVICES:
A CASE STUDY ON VANGUARD'S USE OF FACEBOOK AS A MARKETING TOOL

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Abstract

In order to determine a way to optimize feedback and quantify Facebook interactions for Vanguard, six months of their Facebook posts were recorded and categorized. These posts and their feedback were analyzed in regards to several factors: time of year, number of fans, time of day, topic/form of post, and feedback type. It was determined that all of these except for time of day had an impact on the amount of feedback a post receives. The research uncovered that Vanguard’s optimal time for Fan acquisition is January and February (the beginning of tax season) and the most successful posts are questions about a Fan’s personal financial decisions or philosophies. By optimizing feedback, Vanguard will increase brand recognition and engagement and will subsequently build a stronger brand community that will have a significant positive impact on their brand equity and their bottom line in the long run.
Statement of Purpose

This study has been completed to analyze the value added to Vanguard through their use of Facebook as a marketing tool and subsequently determine the type of content that yields the best quantity and quality of responses from users of the social network site. While Vanguard has chosen to use YouTube, Twitter, LinkedIn, and Facebook, the following research specifically explores Vanguard's use of Facebook. Various companies use resources like time and employees to maintain their Facebook page; however there are little to no metrics that can actually measure the value that is being added to a business through its Facebook page. The objective of this study is to determine a metric that will allow Vanguard to concretely capture what their Facebook page is adding to their business and brand image and make recommendations that will help to optimize the feedback levels and return on investment (ROI) of Vanguard's social media presence.

Statement of Relevance

The internet has been revolutionary for businesses in many capacities including operations, client relationship management, and marketing. Social network sites (SNS) have existed since 1997; however, it was not until Facebook began its journey to dominance in 2005 that companies began to see social network sites as the next wave in marketing (Boyd & Ellison, 2007). Social network sites can be defined by three general characteristics:

1. Allows an individual to make a profile with varying levels of privacy on a restricted system
2. Allows an individual to show a list of users with which they share a connection
3. Allows an individual to view and browse their connections and those connections of others within the system

Not only are most of these media channels free but also trendy. While many companies now have a Facebook presence, there are still very few companies who can explicitly identify and quantify what value is added to their business through their social media campaigns. Moreover many companies are still struggling with understanding how to use their Facebook page to its greatest potential.

It is the general consensus that Facebook and other social media sites help companies to engage their current clientele and potential consumers through posts about their industry, direct questions to the Fans of their pages. Perhaps more importantly, these sites have the power to humanize a business. In essence it has the same capabilities for a business as it does for an individual. Social network sites are not unique and special because they encourage people to interact with strangers, but instead they allow a person or company to get a visual depiction of their social networks (Boyd & Ellison, 2007). An SNS enables a business to put faces to many of the clients they may have never seen otherwise. This is especially true for companies like Vanguard who primarily interact with their clients over the phone and via email.
Company Background

Vanguard is currently one of the largest investment management companies in the world (Vanguard.com). It was founded in 1975 in Valley Forge, Pennsylvania. They have three locations in the United States: Charlotte, North Carolina, Scottsdale, Arizona, and Valley Forge, Pennsylvania. Vanguard also has international locations which include Australia, England, Singapore, and the Netherlands. No matter the location, Vanguard has a nautically themed company culture in which employees are referred to as crew. The Chairman and Chief Executive Officer is F. William McNabb III. Vanguard is client-owned which means Vanguard is owned by the Vanguard funds, which are owned by Vanguard’s clients. This structure offers a number of advantages like more stability because Vanguard focuses on the long term. Vanguard takes this long term approach with nearly everything it does, including its social media initiatives.

Literature Review

ROI of Social Network Sites

There is no lack of interest with the subject of measuring the return on investment (ROI) of social media marketing. A Google search done in 2010 for “ROI Social Media” came back with more than 2.5 million hits (Hoffman & Fodor, 2010). In a literature review of the topic there are many opinions as to how one can measure ROI; however, there is little hard evidence as to which method is most effective. Social media adds an intangible value to the business. Unfortunately, this also means that most of the data collected in a study of social media is hard to quantify, but it is this qualitative data that could prove to be the most significant to a business over time.

In fact, it is hard to even know where to begin when one wishes to measure the ROI of their social media marketing. Donna Hoffman and Marek Fodor suggest that a business start with determining the motivations for a customer to even use social media and subsequently measure the investments customers make when they interact with a brand (2010). Investments are defined as number of visits and time spent with an application, the number of comments on a post, and the number of Facebook updates and Twitter pages about the brand. In addition to the investments made, it is also important to consider the consumer motivations for engagement with a company or person via social network sites. Hoffman and Fodor label the key consumer motivations as the “4c’s“: connections, creation, consumption, and control. Once these investments and motivations are determined, they can be used to measure specific marketing outcomes like level of brand/product awareness or the increase of word-of-mouth over time. While a company can attempt to measure an increase in sales or customer acquisition following a social media marketing campaign in the short-run, the real value of social media as a marketing tool will likely be more easily observed in the long-run. This is a major reason why the ROI of social media is so difficult to measure. Its effects will be seen over time and thus much of the value that social media is adding to a business is hard to directly track.

The ROI of traditional advertisement and media live in the short term and are built around the measurements of reach and frequency, but building quality relationships with customers happens over time; Hoffman and Fodor state that, “...online relationships involve interactive ‘conversations’ and some
managers still do not fully appreciate that they are entering a brave new world of ‘relationships’ with customers,” (2010). Today consumers share a connection with brands that is fundamentally different than any relationship that they have had with a brand previously. The interaction with the brand does not stop with purchase; instead, it carries on after purchase as the consumer engages in social media (Edelman, 2010). David Edelman wrote, “Smart marketers will study this ‘consumer decision journey’ for their products and use the insights they gain to revise strategy, media spend, and organizational role.”

Additionally the managers who handle the social media and online presence of the brand need to calculate the return on investment of their time and energy. More importantly these managers need to be sure that their work and efforts with social media is effective (Hoffman & Fodor, 2010). Managers must use their ability to exert some control over the framework for brand participation and recognize that the social media environment is fast paced and constantly changing in order to maximize their social media’s effectiveness for their business. For this reason the data in this study examines the specific qualities of posts that yield the highest participation rate in addition to recording the quantitative data such as number of comments or Likes on a post.

**Social Network Site Metrics**

Hoffman and Fodor created a table (see Appendix Seven) that outlines the relevant metrics for each marketing outcome relative to the social media outlet used (2010). The three marketing objectives listed are brand awareness, brand engagement, and word of mouth. The corresponding metrics for social networks like Facebook that Hoffman and Fodor mention are:

<table>
<thead>
<tr>
<th>Brand Awareness</th>
<th>number of members/fans, number of installs of applications, number of impressions, number of bookmarks, number of reviews/ratings and valence +/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Engagement</td>
<td>number of comments, number of active users, number of “likes” on friends’ feeds, number of user-generated items (photos, threads, replies), usage metrics of applications/widgets, impression-to-interactions ratio, rate of activity (how often members personalize profiles, bios, links, etc.)</td>
</tr>
<tr>
<td>Word of Mouth</td>
<td>frequency of appearances in timeline of friends, number of posts on wall, number of reposts/shares, number of responses to friend referral invites</td>
</tr>
</tbody>
</table>

The majority of the data collected measures the level of brand engagement for Vanguard; however there was some data collected that lends itself to measuring brand awareness.

When consumers are making a decision, they start with many brands, move to fewer brands, make their final choice, and purchase. This is known as the funnel metaphor (Edelman, 2010). If a consumer’s bond with a brand is strong, then it is likely they will repurchase it without repeating this cycle. This is one of
the main points of companies using Facebook to connect with their customers and potential customers. Facebook and other social media sites offer a platform for companies to connect personally with customers, so they can get consumers to skip this funnel process and go straight for their brand/product when making a purchase. In fact according to Edelman, if a bond between brand and consumer becomes strong enough, the consumer may enter into a loop of enjoy-advocate-buy.

The Altered Decision Making Process

Social media adds in “touch-points” between the consumer and the brand that were not previously there (Edelman, 2010). It is important to consider at which touch points the consumer is most easily influenced. This is where the marketing concentration should be. Edelman breaks the consumer journey down into four steps: Consider, Evaluate, Buy, Enjoy/Advocate/Bond. He mentions that most companies put most of their money and focus on the Consider and Buy stages; however, it is really at the Evaluate and Enjoy/Advocate/Bond phase that people are most influenced. Many of today’s consumers rely on social media to be a part of these two important stages. This prompts the question, what social media outlet do I use? This is where the consumer motivations are considered, and those motivations will be a guide as to which social media outlet will be most effective. In 2010 Madupu and Cooley identified five different motivations for becoming involved in a brand community:

1. Receiving information
2. Giving information
3. Social Integration
4. Status enhancement
5. Self-discovery

A key strategic advantage in considering consumer motivations is the way in which different social media applications begin to seem more connected because consumer motivations for use may be the same or similar. This strategically helps in creating an integrated marketing effort in the online realm. Hoffman and Fodor (2010) stated, “…the questions is not whether to blog or tweet, but what objectives need to be achieved and which set of tools with their corresponding metrics can best achieve them.”

Marketing was much simpler when communication was one-way, but now there is much more dynamic communication between brand and consumer.
This is the reason that it no longer makes sense to spend the majority of a marketing budget on paid media; rather, it would be more strategic to put that money towards owned media (channels the brand controls) and earned media (customer created channels) (Edelman, 2010). This implies that an increased piece of the budget should be allotted to what Edelman calls the “nonworking spend—the people and technology required to create and manage content for a profusion of channels and to monitor or participate in them.”

Virtual Brand Communities

A virtual brand community adds value to the hosting firm, but how much value is dependent upon the host’s ability to encourage and cultivate trust within the community’s members (Porter & Donthu, 2008). Social network sites are tools that allow a firm to build and maintain a healthy brand community (Schau, Muñiz, & Arnould, 2008). Marketer managed online brand communities are more likely to be viewed by consumers as a profit exploitation tool, so the company will not see the users engaging in brand community behaviors (Madupu & Cooley, 2010). Vanguard has successfully avoided this by allowing and encouraging their fans to share their thoughts and ideas with the rest of the community, instead of simply forcing their company culture and philosophies. Dysart calls this point of interaction or discussion board the “nerve center,” (2008). By posting comments and questions on different topics in different formats, Vanguard is allowing their fans to respond with their comments and opinions. As the community begins to flourish and see satisfactory involvement levels, usually companies will encourage review feedback. According to Kent Miller, Frances Fabian, and Shu-Jou Lin postings by businesses signal product quality while simultaneously shaping the evaluative criteria that consumers use in their purchase decision making process and consumption experience (2008). By participating in a consumption process that follows collective norms, the consumer’s experience has a higher value, also known as social consumption value, that is independent of a product’s or service’s actual characteristics.

Unfortunately for financial firms, there are many regulations placed on what fans are allowed to post on their page. In order to circumvent this issue, Vanguard has created the FANfare program. Albert Muñiz and Hope Schau cite research by Muñiz and O’Guinn which demonstrated that one of the main objectives of those involved in a community is to attract new members to the group (2011). The FANfare program plays on this desire. When commentators on a post are going to be considered for a FANfare spotlight, it is explicitly stated in the post. In this program Vanguard spotlights the fan whose response most closely aligns with Vanguard investing philosophy. There is a FANfare page on their Facebook page for all others to see if they wish. This is an effective way for people on the page to start to align themselves more with Vanguard’s investment philosophies without violating any regulations.

Vanguard’s Social Media History and Vision

Bonnie Cruice, Vanguard Social Media Specialist, and Michael Mountain, Vanguard Senior Manager, noted that social network sites are seen by Vanguard as outlets to reach their clients that can significantly pay-off in the long run (personal communication, October 6, 2010). Bonnie Cruice, Vanguard Social Media Specialist, believes that one of the biggest advantages of social media is being in a space where clients are already “living and visiting often.” However, the social media space is heavily
regulated for financial institutions. These outlets do not have the same flexibility that a webpage does from the company’s perspective. The type of posts that Vanguard can put up and accept from others is highly regulated.

There are a number of regulatory agencies who are continuously creating rules and regulations to keep up with the times. The financial industry has been under intense scrutiny over the past few years. This has been additional incentive for the Securities and Exchange Commission to set social media regulations for financial companies as they create and shape their social media presence. There were no legal guidelines for social media until January of 2010, and these original regulations and guidelines are still evolving. Prior to January 2010, the financial industry self-regulated its content online, especially on social network sites (for Vanguard’s current Facebook regulations see appendix 2). For this reason Vanguard has an internal content management group and a writers group who manage Vanguard.com as well as tweets, blog posts, and Facebook posts according to Mountain (personal communication, October 6, 2010).

Vanguard is seasoned in interacting with their clients and potential clients online and in the world of social media. Being client owned makes Vanguard unique in the financial industry, and historically their company’s client base has been built off of word-of-mouth according to Cruice (personal communication, October 6, 2010). Nearly 16 years ago Vanguard entered the online world. They used America Online (AOL) to facilitate chat discussions, email people, and gain more interaction with clients.

In 2005 Vanguard took their online presence to a new level when they introduced Vanguard.com. Having incredible foresight, Vanguard leadership recognized that they needed to make their site more interactive if they wanted people to actively seek out and visit their site (Cruice and Mountain, personal communication, October 6, 2010). Around this time they began doing their podcasts, and in 2007 Vanguard started using YouTube to post videos that were hosted on Vanguard.com. Three years later in 2008, Vanguard started talks of extending their company image. This resulted in the launch of a Vanguard blog in the first quarter of 2009, and thus their social media presence began.

Vanguard then created a Facebook page at the start of the second quarter in 2009. Just under one year later Vanguard revamped their YouTube page to be more interactive, and they currently host a YouTube tab on their Facebook page (Cruice and Mountain, personal communication, October 6, 2010). Just months later in July of 2010, Vanguard became active on Twitter. Since then Vanguard has been focusing mostly on their three most interactive outlets: YouTube, Twitter, and Facebook.

According to Cruice and Mountain, Vanguard is hoping to achieve several objectives through the use of these three main outlets:

1. To amplify their conversations with clients
2. To use promoters and influencers to their full potential
3. To increase the legitimacy of Vanguard in the consumer’s mind through increasing the number of conversations about Vanguard without direct involvement in those conversations
4. To give Vanguard a human-side
Since Vanguard does not have physical locations that their average clients visit, their social media presence helps fulfill this personal connection that clients wish to have. Additionally, this human presence encourages trust in Vanguard. It is extremely important that clients and potential clients trust Vanguard because they are in the investment management business. In order to build and maintain business they must exude an air of trustworthiness.

As with the creation of their website Vanguard.com, Vanguard has been very strategic with each of these three outlets, using each of them with a specific purpose in mind (Cruice and Mountain, personal communication, October 6, 2010).

YouTube - This outlet helps in bringing a personality and aforementioned human-aspect to their company. Most of the content on YouTube includes quick videos on common questions or problems with investing as well as various videos that involve the Vanguard crew.

Twitter - Their Twitter serves as a more intense and concentrated Facebook. Six individuals who are internal to the company tweet for Vanguard, and they each try to post quick, focused conversations that reflect Vanguard’s investing philosophy and company culture.

Facebook - This outlet is supposed to be a more casual space where people can have conversations about savings and low-cost funds where Vanguard can also weave in their investment philosophy.

Vanguard has the most interaction with people on Facebook which serves as the hub for all their social media outlets. Facebook was the top site visited online in 2010 with 540,000,000 unique visitors, 35.2 percent reach, and 570,000,000,000 page views (Huffington Post 2010). For this reason, this study is focused on Vanguard’s Facebook strategy, presence, and performance specifically.

Methodology

In order to obtain the data necessary to evaluate the effectiveness of Facebook as a marketing tool for Vanguard and subsequently determine the value added to the business, Vanguard’s Facebook posts and amount of feedback were recorded for six consecutive months, September 2010 through February 2011 (see Appendix 3 for all graphs). Feedback includes Likes and comments on a post.
As each Facebook post and its corresponding feedback were recorded so was the type of feedback from the fans on that post. Each post was classified as one or a combination of categories:

- **Personal**: References Fan's family, friends, children, and/or personal life
- **Financial**: References financial markets, funds, investing, the economy, economic conditions, financial decisions/choices
- **Question**: Post contains a question or is in the form of a question
- **Opinion**: Post prompts the readers to respond with their personal opinion on an issue, current event, or statement
- **Other**: Other, includes FANfare (see page 9) and posts on Vanguard community service days

Next the posts were sorted by the amount of feedback. Only those with feedback greater than or equal to 35 were analyzed further. Those that met this requirement are in the third quartile, fourth quartile, and some are outliers. Meaning these statuses can be deemed above average to exceptional and can serve as an initial goal for all future statuses.
Further analysis was done with those posts that had an above average quantity of feedback. First this feedback number was divided into Likes and comments. Then the comments were further analyzed in order to determine the actual number of unique commentators. For instance, a status has 20 comments, but really only two different people who are engaged in conversation have posted. Next those people who Like a post and commented on a post were reconciled. Then the number of people who Like others’ comments on a post were counted and the overlap with previous comments and Likes was determined. Both of these actions were completed in order to be sure that no fan was counted.
more than once as a unique contributor on a post. From there, the final number of unique contributors was determined by the following equation:

\[ QL + UC - LCO + QLO - OLO = \text{Unique Contributors} \]

<table>
<thead>
<tr>
<th>QL</th>
<th>Quantity of Likes</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC</td>
<td>Number of Unique Commentators</td>
</tr>
<tr>
<td>LCO</td>
<td>Like and Comment Overlap</td>
</tr>
<tr>
<td>QLO</td>
<td>Quantity of Likes on Others’ Posts</td>
</tr>
<tr>
<td>OLO</td>
<td>Overlap of Likes on Others’ Posts</td>
</tr>
</tbody>
</table>

Graph 1.2

**Unique Contributors to Top 56* Posts**

*The top 56 posts are those posts that had an unadjusted feedback greater than or equal to 35.*

Finally, the content of the posts that have the highest adjusted feedback numbers was further analyzed to search for common cues between the most successful posts.

**Data Analysis:**

There are a number of factors that could have an effect on how much feedback a post is receiving. This research analyzes the factors of time of year, number of fans, time of day, and topic/form of post. By determining the relevance and correlation of these factors in feedback generation, Vanguard can use this data to maximize the feedback for each of their posts and thus improve brand awareness and engagement.
Time of Year

A graph of each month’s data can be found in Appendix Six. The mean amount of feedback for each month is:

<table>
<thead>
<tr>
<th>Month</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2010</td>
<td>19</td>
</tr>
<tr>
<td>October 2010</td>
<td>17</td>
</tr>
<tr>
<td>November 2010</td>
<td>21</td>
</tr>
<tr>
<td>December 2010</td>
<td>22</td>
</tr>
<tr>
<td>January 2011</td>
<td>28</td>
</tr>
<tr>
<td>February 2011</td>
<td>27</td>
</tr>
</tbody>
</table>

Graph 1.3

Feedback for Months of 2011

January and February averaged the highest amount of feedback; however January clearly has an extreme outlier that skews its average. When that outlier is removed, January has an average feedback amount that is equal to December’s. Thus February is the true month with the highest average feedback.
Graph 1.4

February Feedback by Day

Graph 1.5

Feedback Progression

As observable in the earlier table and Graph 1.5, the average amount of feedback generally increases as time progresses.

This could be true for a few different reasons. First, as the holidays of Thanksgiving, Christmas, and Hanukkah, among others approach in the last months of the year, people begin to think more about their money as gift buying season begins. Second, at the turn of the New Year, most people begin to think about bettering their futures, their current situations, themselves, especially in regards to finances. Third, as tax season approaches people begin to think even more about their finances and investments. According to tax preparation companies H&R Block and Jackson Hewitt, business was down 9.4 to 18 percent in 2010 (USA Today, 2010). This means that an increasing number of people are choosing to do their taxes themselves and are turning to other people and financial experts like Vanguard for advice around tax season. This makes Vanguard more top of mind for consumers during
this time of year, so when people get on Facebook they are more likely to check out Vanguard’s page. Finally there is a correlation between number of fans and amount of feedback.

**Number of Fans**

It is rational that as the Fan base grows, so do the number of comments per post.

**Graph 1.6**

![Vanguard Fan Growth Graph](image)

From December 29, 2010 to April 9, 2011, the number of Fans of Vanguard's Facebook page grew from 14,552 to 16,908. While Vanguard’s competitors Fidelity and Charles Schwab also saw growth, the Fan base that each is working with is significantly smaller than that of Vanguard.
As of April 9, 2011, Fidelity had 12,054 Fans, and Charles Schwab had 8,967. While both of these are respectable numbers, Vanguard still has the competitive edge in the realm of Fan acquisition on Facebook. Neither Charles Schwab nor Fidelity show a growth rate fast enough to overtake Vanguard in the near future; however in such a fast paced, volatile market, the reliability of predictions for the long-term is minimal. Additional factors include how often Fidelity and Charles Schwab post on their page. If their page is not active enough to satisfy those who already are fans, there will be no real incentive to become a Fan of the page and thus their Facebook Fan base will cease to grow.

After further examining Fidelity’s and Charles Schwab’s pages, it stands to reason that Fidelity will see continued fan and feedback growth and Charles Schwab may see a plateau with their page in the near future. Fidelity models the Vanguard page more closely in that there is a status post nearly every day and Fans comment on almost every one of those posts; however Charles Schwab has taken a more passive approach. There are much fewer posts by Charles Schwab and subsequently there is much less interaction from Fans of the page.
**Time of Day**

Some of the highest traffic on Facebook happens between 11:00am Eastern Standard Time and 5:00pm EST (Shahani, Sharma, Roshon, & Leonard, 2011); however, since Vanguard has a large number of fans, there is a diverse group of people represented who have varying lifestyles. Because of this, there are a number of ways in which the time of day that a status or picture is posted on a page that could affect the amount of feedback it receives. If a Vanguard posts in the morning, there is more time for a person to comment on it throughout the day. A post could be put up around lunchtime when most people (students, working professionals, retirees) take a break from their day to relax, eat some food, and catch up on all the activity on Facebook. A post in the late afternoon/early evening hours will be seen by those who routinely get on Facebook after their day at the office, school, or running errands.

While all of these are likely factors in how much feedback a post receives, they all seem to offset one another. When comparing the amount of feedback to the time of day that Vanguard posted, there is no significant correlation (see graph 1.8). This may be the case because Vanguard has such a large fan base on Facebook. These people are representative of their extremely diverse client base.

Graph: 1.8

![Feedback by Time of Day](image)

**Topic/Form of Post**

Each post was classified by as many or as few of the descriptors as were relevant: personal, financial, question, opinion, and/or other (see page 12).

In order to determine what type of posts are the most successful, those posts that fell in the top 56 (see page nine) for most feedback were examined further. These posts’ feedback numbers were then
adjusted to account for multiple comments or Likes by the same fan. Once each of these posts had their numbers adjusted, they were again sorted by number of unique contributors to determine which posts had the most success. Success for a post means that it had more unique contributors relative to the mean or median feedback number for a post. The statistics for the adjusted feedback for this sample are:

- Mean: 35
- Median: 31
- Standard Deviation: 25

This is the breakdown of post types used in the aforementioned successful posts:

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal</td>
<td>50%</td>
</tr>
<tr>
<td>Financial</td>
<td>58%</td>
</tr>
<tr>
<td>Question</td>
<td>58%</td>
</tr>
<tr>
<td>Opinion</td>
<td>13%</td>
</tr>
<tr>
<td>Other</td>
<td>25%</td>
</tr>
</tbody>
</table>
The five posts that received the most feedback from unique contributors have a few key similarities and differences. Over half of the top five are classified as Financial. These types of posts can take many different forms, so the post should be formatted based on the type of response and level of brand engagement that Vanguard wishes to reach.

While the number one post may have drawn significantly more unique contributors than the other posts, it also does not involve as much brand engagement. A post like this one is well suited for acquiring or engaging new fans at a time of year when the fan growth rate is highest like tax season.

1. 1/28/11: Click the “Like” button if you are making progress on your financial goals for the year.
   Unique Contributors: 201

The number two and number four posts demand more on the fans part, especially the open-ended number four status.

2. 10/19/10: How often do you check your portfolio?
   A. Monthly
   B. Annually
   C. Whenever the market drops
   D. Never
   Unique Contributors: 61

4. 1/1/11: Diversification is to portfolio as _________ is to __________.
   Unique Contributors: 59

The number three and five posts are a bit different than the others in this group. These statuses offer a tangible reward for following a link. These posts promote brand engagement, awareness, and word-of-mouth. When people wear the Vanguard shirts they received from engaging in this post, they will become a walking advertisement for Vanguard.

3. 2/10/11: We designed a special t-shirt for our Facebook fans. Get yours before they're all out! See terms for details. http://vgi.vg/vgshirt

   Unique Contributors: 59

5. 2/4/11: You’ve shared your thoughts—now we’re sharing our gratitude. We’re giving t-shirts to the first 1,000 eligible fans who complete and submit our short survey. See terms for details. http://vgi.vg/vgtshirt
   Unique Contributors: 55
There are many posts by Vanguard that warranted much feedback from fans in the form of a threaded conversation on a post. These posts may have only had two or three people post comments, but each of those people engaged with the post multiple times to respond to other comments. In general, posts that were personal questions regarding retirement or Fans’ children prompted lengthy conversations between a small number of Fans.

**Feedback Type:**

There are generally three different types of posts when classifying according to the type of feedback that each has received. They can either be Like-heavy, Comment-heavy, or (the most rare) the 50/50 split.

**Graph 1.9**

![Graph showing the distribution of likes and comments over time](image)

Depending on the type of reaction and level of brand engagement for which one is looking, it is important to consider this ratio. Commenting requires more brand involvement/interaction than simply liking a post; however, there are certain posts that people will like that leave a longer lasting impression in their mind, for instance the pictures posted of Vanguard crew doing community service.

More important than the post itself is the post relative to others that have been posted. Is the post something new? Is it relevant? Is it what fans expect from your brand? Varying the content on the page is one of the aspects of Facebook that can be easily overlooked.

**Results**

After examining six months worth of data from Vanguard’s Facebook page, there are several key findings:

*Number of Fans:* The fan growth mirrors the increase in average monthly feedback.
**Time of Day:** There is not a significant correlation/relationship between the time of day of the post and the amount of feedback that it receives.

**Topic/Form of Post:** Vanguard fans comment most on the posts that are questions regarding personal financial choices or philosophies. This interaction is encouraging brand engagement and awareness as well as helping to foster Vanguard’s online brand community. The Like option makes up a majority of the feedback on posts that reference philanthropy or explicitly state to Like the post for some reason (ex. “Click the Like button if you are making progress on your financial goals for the year.”). It is easier to acquire more responses to a post when a fan is prompted to Like a post as opposed to comment on it. These posts are useful in attracting a new fan to become involved. It falls along the same lines as a low-involvement purchase. By clicking Like on a post, there is low risk to the Fan. By getting a Fan to Like one or a few posts, Vanguard will begin to pop up in that person’s newsfeed more. This engagement and awareness for the Fan and their networks will be magnified compared to what it would have been had that Fan not had any post to Like on the Vanguard page.

**Time of Year:** There are more interactions with posts in the months of January and February (beginning of tax season) and December (holiday season). January and February are key months to acquire new Fans and engage current Fans. The content and format of the post should be considered simultaneously with the date of the post. Around January and February Vanguard will probably see their highest increase in Fans for the year; therefore, some of the posts regarding the New Year and taxes should be posts that encourage Fans to Like them. This will ease Fans in to contributing and participating more with each status post.

All of these factors are important considerations for the continued success of Vanguard’s Facebook page. Effects from this Facebook community of Fans may not be seen on the bottom-line in the short-term; however, it is highly likely that Vanguard will begin to see positive effects in the long-term if Vanguard continues to nurture their growing online brand community. By remaining proactive with their Facebook page, Vanguard is not only giving a face and voice to Vanguard, it is also giving faces and voices to their many current and potential clients.

**Conclusions & Business Implications**

Vanguard’s social media efforts led by Bonnie Cruice and Michael Mountain have been very effective and strategic with their Facebook presence. Each post varies a bit from the last, but none vary enough to confuse the Facebook fan regarding the Vanguard brand image. Recording the number of Fans and unique contributors overtime will give the company an idea of their improvement on social media sites; however in order to actually measure the return on investment of using these sites one must primarily measure the social media investments that the customer makes as they engage with a brand (Hoffman & Fodor, 2010). While a measureable return on investment is ideal, the qualitative contributions of Facebook should not be discounted. As Vanguard begins to solidify what exactly their Fans want from their online relationship, they will be able to extend their Facebook successes to their Twitter page, YouTube channel, and whatever else may be on the horizon.
The Vanguard brand community can only be helped by social media, and Vanguard will have the ability to profile their business as told by their Fans. By drawing honest feedback and candid comments from Fans and other social media users, Vanguard can strategically plan ways in which they can better serve their clients and position their company.

Limitations & Further Research

1. The number of Likes and comments on some statuses has probably changed since the time of data collection. There are strict restrictions from the SEC as well as self-regulation by Vanguard of their Facebook page, so there is the chance that Vanguard has removed some of the posts by their Fans.

2. Due to regulations put in place by Vanguard only those internal to the company are permitted to be an administrator on their page. These regulations are put in place to honor the privacy of Vanguard’s Facebook Fans. This restricted the analysis of their Fans and Facebook Insights (see Appendix 6). All the comparison of posts had to be done manually, so there is a human error that must be accounted for in the adjusted feedback numbers. Moreover, posts on Facebook remain up indefinitely, this means that people can comment or Like any post by Vanguard at any point in time regardless of how long ago it was posted. All data included in this research is accurate as of February 28, 2011. Brand engagement can be analyzed by comparing one time visitors versus repeated interactions or active participators versus passive consumers of social media (Hoffman & Fodor, 2010). There would be more telling data and results had there been a full year of data with which to work.

3. If possible, more in-depth analysis should be done on the contributors to the page themselves. This will allow Vanguard to determine more in regards to the motivations and goals of those people who are commenting and Liking their posts. There are a number of Vanguard Fans who are also active Fans of Charles Schwab and Fidelity on Facebook who would be extremely interesting to survey in regards to motivations and fulfillment on Facebook.

4. Vanguard’s Twitter and YouTube page should also be observed in the same way that its Facebook page was in this study in order to acquire more accurate profiles of social media users who interact with them on multiple platforms.

5. A study of the correlation between the Fan growth rate on the Facebook page and the performance of Vanguard and acquisition of new clients should be done in order to further the case for expanding or minimizing their social media presence.

Acknowledgements:

A special thank you to Bonnie Cruice, Michael Mountain, and Matthew Walker at Vanguard for serving as an incredible resource for me. The knowledge that each passed on to me in regards to Vanguard’s past, present, and future use of Facebook and other social network sites helped create a strong foundation on which I could build this thesis.
Appendix

1. Vanguard Facebook Regulations:

Commenting guidelines

**No personal info.** Other than your name, please don't share any personal information or details about your portfolio. This is a public website, after all.

**No testimonials.** Industry regulations prevent us from posting stories about how well (or poorly) people have done by investing with Vanguard or any other investment company.

**No advice.** Industry regulations prevent us from posting specific investment guidance. Suggestions on how to save money are OK, but stock tips or specific mutual fund recommendations are not.

**Be nice.** We welcome disagreement and constructive criticism, but please refrain from general attacks on Vanguard (particularly when unrelated to the posting), other investment companies, your fellow viewers, and so on.

Finally, please don't use Facebook to request transactions, ask questions about your investments, or raise customer-service issues. Instead, contact Vanguard directly.

Disclaimer

Facebook.com is owned by a third party unaffiliated with Vanguard; you use any third-party sites and materials at your own risk. Vanguard is not responsible for and does not endorse any content, advertising, products, advice, opinions, recommendations, terms of use or privacy policies, or other materials on or available from third parties, including Facebook. Any opinions expressed by Facebook fans are those of the persons submitting the comments and don't represent the views of Vanguard or its management. Vanguard reserves the right to block any commenter who posts content, or whose Facebook page contains content, that is deemed inappropriate or offensive. We may also block any commenter whose posts constitute testimonials, advice, recommendations, or advertisement for securities products or services, or any commenter who posts content, or whose Facebook page contains content, that is promotional in nature. Vanguard Marketing Corporation is the distributor of the Vanguard funds. Client-owner means clients own the funds and the funds own Vanguard.

2. **Facebook Like:** On Facebook a user can click a Like button (Like) on the original post or any comment that another user posted regarding the original.
3. Monthly Feedback Graphs

Sept. Feedback by Day

October Feedback by Day
4. **Facebook Fans**: One-directional ties on Facebook that do not require a confirmation by both parties in order to be accepted (Boyd & Ellison, 2007).

5. **Hootsuite**: Forty posts out of 169 were put up via Hootsuite. HootSuite is the Social Media Dashboard that allows one to connect to multiple social network sites from one website. It is especially helpful for launching marketing campaigns, identifying/growing an audience, and distributing a targeted message over multiple channels. Hootsuite allows one to schedule updates on Twitter, Facebook, LinkedIn, and other social network sites. Hootsuite also allows one to track campaign and industry trends to adjust tactics in real time. Launched in Dec. 2008 by Invoke Media, HootSuite's rapidly growing user base includes governments, artists and organizations like The White House, Martha Stewart Media, SXSW and Zappos. Source: [http://help.hootsuite.com/entries/160932-what-is-hootsuite](http://help.hootsuite.com/entries/160932-what-is-hootsuite)
6. **Facebook Insight:** Facebook offers an Insights Dashboard that provides a page owner with analytics on a user’s Likes, shares/re-shares, and demographics. It also allows a page owner to view these analytics aggregately or on a more individual basis.

7. **Top 56 Posts:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Contributors</th>
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<th>Financial</th>
<th>Question</th>
<th>Opinion</th>
<th>Other</th>
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<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>x</td>
<td>x</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
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<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
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<td></td>
<td>x</td>
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<td>x</td>
<td>x</td>
<td>x</td>
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<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
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<td>47</td>
<td></td>
<td></td>
<td>x</td>
<td></td>
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</tr>
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<td>x</td>
<td>x</td>
<td>x</td>
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</tr>
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<td>11-Feb</td>
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<td>x</td>
<td>x</td>
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<td></td>
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</tr>
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<td>x</td>
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<td>x</td>
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<tr>
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<tr>
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<td>10:11</td>
<td>33</td>
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<td></td>
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</tr>
<tr>
<td>20-Dec</td>
<td>13:04</td>
<td>32</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
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<tr>
<td>28-Sep</td>
<td>10:52</td>
<td>32</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>6-Jan</td>
<td>9:00</td>
<td>32</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>

**Totals:**

- Unique: 50%
- Personal: 58%
- Financial: 58%
- Question: 13%
- Other: 25%

8. **Vanguard Facebook Posts Recorded**

All times recorded are Arizona Time.

2/28/11: You’re happier. At least according to The Conference Board, which reported that consumer confidence climbed for the 5th straight month in February to a three-year high. Do you feel more optimistic? [http://yali.xy/ft.10ck](http://yali.xy/ft.10ck)

Posted: 2:19am, Feedback: 20

2/16/11: A kid’s view of retirement can be funny, as you’ll see in this video. But kids are often smarter than we think. Listen closely. What 90s sitcom star provides the voiceover? [http://bit.ly/hr1h7e](http://bit.ly/hr1h7e)
Price war? Not exactly | Vanguard Blog

2/24/11: Join us tonight at 7 p.m., ET, for our live video webcast "Cautious optimism for the U.S. economy." There'll be lots of opportunities to ask our expert, Joe Davis, questions on jobs, oil prices, housing, and more. It's not too late to sign up! http://bit.ly/IVYdOP


2/22/11: Our founder Jack Bogle named Vanguard after reading a book about what famous battle?

Couples and finances: First comes love, then comes reality

2/19/11: Games can be powerful teaching tools. PracticalMoneySkills.com pairs online games like Financial Football with valuable money lessons. What other creative ideas have you used to teach kids and teens about money? http://bit.ly/ewDz2l

2/18/11: When it comes to retirement, 6,000 people do what every day? We'll post the answer to this trivia question later today. What's your guess? http://bit.ly/eoNv6F

2/17/11: Are you saving for a goal or an item? What steps have you taken to achieve it?

2/16/11: First comes love, then comes reality. In this video, Vanguard couples discuss how they manage their finances. Which couple's approach most resembles the one you have with your significant other?

Couples and finances: First comes love, then comes reality

2/15/11: FANfare: Struck by cupid's arrow? What are your best suggestions for making love and money work in harmony? By commenting, you agree to let us highlight your comments, FB name, and profile pic on our FANfare tab. If chosen, you'll get a thank-you gift and special profile. http://vgl.vy/FANfare

2/14/11: Happy "V" Day! One of our crew members brought this sweet treat in. It's no wonder we love this holiday so much!
2/14/11: Excited about what to buy your sweetie for Valentine’s Day? Make your own chocolate confection by dipping pretzels or cookies in chocolate. Or choose a colorful bouquet that only has a few roses. What are your best budget ideas? http://val.vg/6EMVyp
Posted: 6:56am, Feedback: 6

2/12/11: Did you know that WA had a tax on candy without flour in 2010 (until it was repealed at the end of the year)? Other quirky laws include taxes on belt buckles in TX, bagels in NY, and cup lids in CO. Are there any funny taxes in your community? http://val.vg/hUtifa
Posted: 6:00am, Feedback: 19

2/11/11: The latest report on consumer debt shows that Americans are borrowing on credit cards again. Has your attitude toward debt changed?
Posted: 2:05pm, Feedback: 42

2/10/11: We designed a special t-shirt for our Facebook fans. Get yours before they’re all out! See terms for details. http://val.vg/vyshirt

Posted: 4:40pm, Feedback: 59

2/10/11: According to ConsumerReports.org, it’s important to have a retirement not-to-do list. For example, don’t assume there’s no need for a plan B and don’t count on home equity. What other items would you put on a not-to-do list? http://val.vg/fam3e4
Posted: 9:17am, Feedback: 37

2/9/11: Today’s phones let you do almost everything you can do at a bank branch—transfer money, pay bills, even deposit checks. How has phone technology changed the way you manage money? Do you use our mobi site and app? http://val.vg/6LE6P1
Posted: 3:06pm, Feedback: 23

2/8/11: Creating a budget, establishing credit, and formulating a savings plan are all things many young adults fail to address. At what age did you begin to take control of your finances? http://val.vg/h6ACNS
Posted: 8:10am, Feedback: 27

2/7/11: Worker productivity grew so much last year that some analysts say businesses will need to hire in 2011 to keep the momentum. Read our latest economic report: http://val.vg/dt7F7F
Posted: 1:46pm, Feedback: 21

2/5/11: Counting the number of days until baseball players report for spring training? We interviewed travel expert Pauline Frommer about cheap ways to escape winter weather. What are your best tips? http://val.vg/hX883L
Posted: 7:00am, Feedback: 14

2/4/11: You’ve shared your thoughts—now we’re sharing our gratitude. We’re giving t-shirts to the first 1,000 eligible fans who complete and submit our short survey. See terms for details. http://val.vg/vyshirt
Posted: 9:12am, Feedback: 71

2/3/11: Are you making the grade in retirement? Read how one man turned his "F" into an "A" by working part-time. What’s your long-term plan for retirement? http://val.vg/euP6tw

The man who flunked retirement
Posted: 6:06am, Feedback: 14

2/2/11: I know my retirement savings are on track because...
Posted: 9:01am, Feedback: 19

2/1/11: More than 1,400 Vanguard crew celebrated Dr. King’s legacy by volunteering in their communities in AZ, NC, & PA.

Martin Luther King Day of Service
More than 1,400 Vanguard crew celebrated Dr. King’s legacy by volunteering in their communities in AZ, NC, & PA.
By: Vanguard
Photos: 4
Posted: 1:36pm, Feedback: 24
1/31/11: For your convenience, Vanguard keeps up to 10 years of brokerage, 9 years of mutual fund, and 1 year of tax records on vanguard.com. You can receive your older records anytime upon request.

Posted: 9:00am, Feedback: 9

1/29/11: What would you do if you got a $20,000 healthcare bill...for your pet? A recent SmartMoney article notes that in 2010 Americans spent more than double the amount spent just a decade ago. How would you finance unexpected vet bills? http://bit.ly/hX6o6w

Posted: 6:31am, Feedback: 28

1/28/11: Click the "Like" button if you are making progress on your financial goals for the year.

Posted: 9:31am, Feedback: 203

1/27/11: As this CNNMoney video reports, 10,000+ Americans will turn 65 every day for the next 19 years. And many aren't financially prepared for retirement. 72% of baby boomers say they expect to work through retirement. Are your retirement plans on track, and if not, what are you doing investing- and saving-wise to correct this course? http://bit.ly/hv0txx

Posted: 9:30pm, Feedback: 27

1/26/11: A lot of people are especially interested in the municipal bond market these days. Tomorrow, tune in to a live webcast on recent developments in the market and what they might mean for your portfolio. Our experts will answer as many questions as they can. What must questions do you have? http://bit.ly/g9HIkI

Posted: 8:37am, Feedback: 5

1/25/11: Many state and local governments are in the red, and some pundits have predicted massive defaults. But our experts disagree and believe elected officials will make the choices necessary to meet their obligations to investors. What's your take? Are you making any changes to your portfolio? Municipal bonds: Looking beyond the headlines vgl.vg

Posted: 9:57am, Feedback: 15

1/24/11: Last week the U.S. hosted China's President Hu for an official state visit. Have you made any moves to capitalize on China's rise to economic powerhouse—learning more about the culture or encouraging your children to study Mandarin in school?

Posted: 1:14pm, Feedback: 17

1/24/11: Indexing underperforming in bear markets? This myth is based on the idea that active managers can accurately time market declines and upturns. Read our research paper to see if other indexing myths we've debunked. What misconceptions have you come across? http://vil.vg/wgK7U7

Posted: 7:35am, Feedback: 14

1/21/11: Roger Anderson, your response deserves some FANfare! So glad you've turned investing drama into a learning experience. Go to the FANfare tab, and click "Start profile" to fill out your profile and receive your thank-you item. http://vil.vg/FANfan

Posted: 1:21pm, Feedback: 14

1/21/11: Use a mobile device to manage your portfolio? Check out our .mobi site or our iPhone app. Recent upgrades let you perform many types of transactions (both retirement and nonretirement), check your balances, get market news, learn about investing, and a lot more. What other features would you like to see? http://vil.vg/ScC987

Vanguard: Mobile services

Learn about Vanguard's mobile services and how you can stay connected to Vanguard, even wirelessly.

Posted: 8:50am, Feedback: 14

1/20/11: Deciding how to invest your money can be overwhelming. Vanguard's top investing experts recently answered various questions during a live webcast. See what they had to say about passive vs. active management, emerging markets, emergency funds, and more. Who do you trust for investment advice? Friends, the media, your own research? http://vil.vg/bF4n8u

Posted: 1:06pm, Feedback: 16

1/19/11: Lending money can forever alter a relationship. According to Dr. Kathleen Gurney, you should ask probing questions before lending a financial hand. You should also consider a loan agreement and what would happen if it couldn't be honored. Do you think it's better to just gift money? http://vil.vg/t2RI6G

Posted: 1:00pm, Feedback: 23

1/18/11: Most Vanguard tax forms are now available. If you receive forms by mail, they should arrive shortly, or if you're a registered vanguard.com user, you can view them now online.

Many 2010 Vanguard tax forms now available V9.v9

Posted: 1:09am, Feedback: 7

1/18/11: We're focusing on the future. Steve Utkus, who oversees the Vanguard Center for Retirement Research, offers thoughts on rebuilding a savings culture, understanding the impact of government entitlement programs, and rethinking what retirement means. What do you foresee happening this year in the financial world? http://vil.vg/gWmuFR

Retirement themes for 2011 | Vanguard Blog V9.v9

Posted: 8:30am, Feedback: 13

1/17/11: An income annuity can provide guaranteed income no matter how long you live, but it does have potential drawbacks. Listen to our podcast to find out if an annuity may be right for you. Are you worried about exhausting your nest egg once in retirement? http://vil.vg/kf4n8o

Posted: 10:00am, Feedback: 14

1/15/11: No one wants to spend hard-earned money replacing something that'll either be outdated in a year or can be replaced for roughly the same price. When your electronics, appliances, or other products break, do you consider a repair, or do you immediately start scouting for a replacement?

Posted: 6:05am, Feedback: 34

1/14/11: In this candid interview, Vanguard CEO Bill McNabb looks back at 2010 accomplishments, such as lowering the cost of investing for Vanguard clients, and then looks ahead at what's in store for investors this year. He discusses the impact of new financial regulations, investors' tendency to chase performance, and the dilemma facing young investors.
Resolved ... | Vanguard Blog

I'm pretty sure that I resolved several years ago to stop making New Year's resolutions. My track record at sticking to resolutions was

Posted: 2:08pm, Feedback: 21

1/12/11: FANfare post: Winter, when life moves a little slower, can be a great time for reflection. Think back to the worst financial decision you've made. What did you learn from it? By commenting below, you agree to let us highlight your comment, FB name, and profile pic on our FANfare tab. If chosen, we'll send you a special thank-you gift and, if you'd like, profile you on our page. http://vlg.vg/FANfare

Posted: 8:00am, Feedback: 19

1/11/11: Eager to simplify your life, but not sure how to go about it? Read how one couple downsized, destressed, and in the process became debt-free. Could you live a minimalist financial life? http://vlg.vg/0bQOJE

Posted: 9:20am, Feedback: 18

1/10/11: Crash or bubble, bear or raging bull, the markets can be turbulent. However, some tips—reviewing your financial plan periodically, minimizing taxes, and sticking with your asset allocation—can help you be successful in any market. What investing principles do you stand by through thick and thin? http://vlg.vg/2Gy3ds

Posted: 2:15pm, Feedback: 20

1/10/11: The jobless rate has dipped to 9.4%, but according to one of our economists, about half the decline is due to people leaving the workforce. On the other hand, our analysis shows possible strong job growth later in 2011. Are you seeing progress in employment where you live? http://vlg.vg/3I7oQr

Posted: 8:47am, Feedback: 23

1/8/11: The average American household wastes about 14% of its food purchases. Creating a weekly menu, using common ingredients, and stocking your freezer are 3 ways to avoid waste. Check out our other tips, and share some of your own. http://vlg.vg/6Trv2D

Posted: 7:15am, Feedback: 32

1/7/11: Would you turn down a raise? It's estimated that 40% of employees essentially do—by not contributing enough to their 401(k)s to receive an employer match. Employer retirement savings plans can also give you a break on taxes and show you the power of compounding. If you're not contributing, what's stopping you? http://vlg.vg/6OVzvK

Posted: 8:05am, Feedback: 28

1/6/11: Many of our clients prefer to receive statements, confirmations, prospectuses, and fund reports electronically because our e-delivery service is secure and lets them access records anytime and anywhere. Are you a fan of paper records or e-files, and why? http://vlg.vg/6gMQ8M6

Posted: 8:00am, Feedback: 32

1/5/11: The 1099s are coming. Tax forms for mutual funds will be available online 1/16. Our Tax Center explains each form's purpose. http://vlg.vg/6V7iuOP

Posted: 12:53pm, Feedback: 10

1/4/11: With more vending machines accepting payment by credit card and debit card, you no longer have to dig for loose change when you want something sweet. What are you doing with your spare change? Do you have a spare-change "fund"?

Posted: 10:00am, Feedback: 38

1/3/11: Start the new year with a fresh look at your retirement savings plan. Our Save For Retirement calculator can show you how a small increase to current savings could affect your financial future. http://vlg.vg/3sBu5Wn

Posted: 9:35am, Feedback: 26

1/1/11: Diversification is to portfolio as _______ is to ________.

Posted: 7:30am, Feedback: 54

12/31/10: Happy New Year's Eve! After the confetti is cleaned up, people usually start making resolutions. First, though, how about some reflections? What happened this year that's still putting a smile on your face?

Posted: 9:16am, Feedback: 29


Posted: 11:00am, Feedback: 29

12/29/10: Ever wonder how the term "nest egg" came about? It's a farming term: a real or artificial egg left in a nest to induce hens to lay eggs. What are some other sayings you use to describe your finances?

Posted: 4:00pm, Feedback: 24

12/28/10: A common rule of thumb for establishing your asset allocation in retirement is to take 100 minus your age to determine your stock exposure. A better approach is to factor in potential sources of income in retirement and consider life expectancy. How do you determine your asset allocation?

http://vlg.vg/0W4Zc

Posted: 9:57am, Feedback: 29

12/27/10: An easier tax season requires a bit of planning now, as this Vanguard.com article explains. What's your tax prep style? Are you shuffling through receipts in a shoe box in April, or do you put everything in personal finance software before you even spend the dough?

http://vlg.vg/29Uw5

Posted: 6:11am, Feedback: 14

12/25/10: Happy holidays! What are your favorite traditions this time of year?
12/24/10: Too late to shop? Don’t forget that sometimes the best gifts are free. Our Tell a friend app lets you share information about Vanguard with your friends and family—no wrapping needed! Simply pick some financial topics that you think will suit your friends’ interests, and a link to a customized webpage will appear as a post on their wall. http://vgl.vg/KODFL8

Posted: 7:30am, Feedback: 7

12/23/10: If you’re using a Coverdell education savings account to save for college, know that changes are coming January 1 unless Congress intervenes. The K-12 advantage will lapse, and the maximum contribution on behalf of 1 child will fall from $2,000 to $500. However, you do have options. Read our article to see how else you can finance your college savings needs. http://vgl.vg/lbtoydi

Posted: 9:30am, Feedback: 16

12/22/10: At our Arizona site, crew members recently sponsored 340 children through the Salvation Army’s Christmas Angel program. In North Carolina, crew members helped the Salvation Army stuff 30 stockings, sponsor 125 children, and support 25 seniors through the Silver Bells program. They also raised enough funds to contribute 45 bikes and helmets to the Spokes bicycle drive.

Posted: 1:02pm, Feedback: 39

12/22/10: 60% of people 65+ will need long-term care at some point. However, such care is usually not covered by health insurance or Medicare. Our podcast looks at the financial and psychological impacts of long-term care. Does your financial plan include these "what ifs"? http://vgl.vg/kr5816

Posted: 9:35am, Feedback: 14

11/21/10: If you’re in a serious relationship, there’s a good chance you’ve had or will have the joint vs. separate finances conversation. Here are some tips from Moneywise for making it work either way. How did you decide the issue, and how do you avoid money miscommunications with your partner? http://bit.ly/hjyWx9

Posted: 9:00am, Feedback: 19

12/20/10: We should be looking at a stronger recovery several months from now, according to the most recent index of leading economic indicators. Nine out of ten indicators (ranging from unemployment claims to the money supply to stock prices) were up in November. New building permits are lagging behind. Do you think housing will return to prerecession levels during the next decade?

Posted: 1:34pm, Feedback: 43

12/18/10: Children are usually more concerned with what their money can buy rather than how they can save. As a result, many transition to adult life bogged down by debt. What are some things you’ve done to help your kids appreciate the value of money? http://bit.ly/AVQinb

Posted: 9:30am, Feedback: 26

12/17/10: One of our favorite holiday traditions is Sponsor-A-Child. For our 15th annual campaign, crew members in PA sponsored 2,000 underprivileged children through a partnership with Delaware Valley Children’s Charity. We bought, wrapped, and delivered toys, clothes, bikes, and more!

Posted: 3:08pm, Feedback: 35

12/17/10: What tops your resolution list?

☐ Go to the gym more
☐ Eat healthier
☐ Shape up my finances

Posted: 10:55am, Feedback: 10

12/17/10: Edward Hayworth, we think your response to our question deserves some FANfare! You’ve got a good attitude about portfolio management. Check out your highlighted comment on our FANfare tab, and click the "Start profile" button if you’re interested in having a special profile there. Happy holidays, and happy investing! http://vgl.vg/FANfare

Posted: 8:17am, Feedback: 4

12/16/10: Jane Austen, who would have been 235 on Dec. 16, is experiencing a surge in popularity among young people on the Internet, e.g., google "Jane Austen’s Fight Club." In her novel Mansfield Park, a character observes, "A large income is the best recipe for happiness I ever heard of." What say you? Jane Austen’s Popularity Grows With Young on the Web - WSJ.com bit.ly

Posted: 10:03am, Feedback: 16

12/15/10: Do you know who will inherit your retirement plan assets? In January 2009, the Supreme Court ruled that because a gentleman had never changed his 1980 beneficiary designation form, his ex-wife was entitled to his $400,000+ retirement account. When’s the last time you checked your beneficiary designations?

vgl.vg

Posted: 11:51am, Feedback: 40

12/14/10: FANfare post: Buy and hold is a long-term investment strategy based on ignoring periods of market volatility or decline. Are you a buy-and-holder? Why or why not? By commenting below, you agree to let us highlight your comment, FB name, and profile pic on our FANfare tab. If chosen, you’ll get a chance to be profiled on our page.

Posted: 9:00am, Feedback: 27
12/15/10: Economists are trying to figure out if the recovery is gaining momentum. Let's make it easy and tell them ourselves! Are you spending more than a year ago? Do you sense the economy in your community is getting better? Are unemployed friends beginning to find work?  
Posted: 6:14am, Feedback: 25

12/11/10: Do you wear the cheapskate label proudly? Personal finance writer and self-proclaimed cheapskate Jeff Yeager traveled the country collecting tips from these ultimate savers. Read their unusual tips. What's your best cheapskate advice? [Link](http://yal.vg/9JbY9)  
Posted: 6:53am, Feedback: 32

12/10/10: Most people would like to maximize their after-tax wealth and minimize taxes. The 2 goals are closely aligned but not the same. Other factors such as costs can affect how much of your investment returns you keep. How much do you consider tax efficiency when you invest? [Link](http://yal.vg/5OsAm)  
Posted: 6:35am, Feedback: 11

12/9/10: You may soon need to be 67 to retire in the U.S. with full Social Security benefits. Many other countries with national pension systems are also tinkering with retirement ages. In part because of increasing life expectancies. Are any of you unaffected by this news because you're planning to work much longer anyway, out of necessity or desire? Why is the Retirement Age Increasing - US News and World Report  
bit.ly

In many places, an older retirement age is just a reversal of earlier declines.  
Posted: 5:03am, Feedback: 23

12/8/10: To convert or not to convert: That is the question. This year you can convert to a Roth IRA regardless of your income and can postpone the tax bill by putting it over two years (2010 conversions only).  

Should You Convert?  
bit.ly

What's the big mystery around Roth IRA conversions this year? Not only were the income caps lifted this year—a big deal for those with a modified adjusted gross income of more than $100,000—if you  
Posted: 8:00am, Feedback: 16

12/7/10: Unless Congress acts soon, federal income tax rates will go up in 2011 as the Bush tax cuts expire. Will your immediate spending plans be affected by what happens on Capitol Hill?  
Posted: 8:58am, Feedback: 24

12/6/10: Studies have shown that music can impact spending behavior, and now it's known that tempo and beat also impact investing and budgeting decisions. We think it's amazing that songs with 125-130 beats per minute can improve decision-making skills! What kind of environment (quiet, loud, calm, frenetic) do you like to make investing decisions in? [Link](http://bit.ly/4FGVvt)  
Posted: 12:15pm, Feedback: 23

12/4/10: A SmartMoney article highlighted the new Golden Girls—women of retirement age who move in together to save money. For some of these women, this is their first roommate since college. Is one of your reasons for living with someone financial? [Link](http://bit.ly/4M8kD)  
Posted: 6:09am, Feedback: 16

12/3/10: It can be hard to find the money to be as generous as you'd like. If you're stretching to make charitable contributions or other gifts this year, potential tax savings may make things easier. Does getting something in return affect how you give? [Link](http://yal.vg/ClS7X)  
Posted: 6:14am, Feedback: 8

12/2/10: The holiday shopping season accounts for about 20% of annual retail industry spending. Our podcast discusses the impact holiday retail sales could have on the economy.  
Podcast [here](http://vanguard.vo.llnw.net)  

12/1/10: People often assume they'll be able to reduce spending once they retire. But according to FiveCentNickel.com, they usually spend as much or even more than they did when working. Inflation and free time are 2 culprits. Do you think you'll spend as much in retirement as you do now? [Link](http://bit.ly/0NvSt3)  
Posted: 6:09am, Feedback: 23

11/30/10: Trusts can minimize administrative burdens and help maintain privacy. If you have a trust, is it for estate planning purposes or another reason? [Link](http://yal.vg/630kB)  
Posted: 10:53am, Feedback: 18

11/29/10: Orders for durable goods dropped unexpectedly last month—possibly because consumers were waiting for holiday sales before purchasing big-ticket items like TVs and appliances. Did you hit the mall on Black Friday? Find any great bargains?  
Posted: 9:36am, Feedback: 12

11/29/10: Need to start paying off student loans this month? Here's a 7-step plan from Mint.com. Have you carved out space in your budget for your student loan payments? [Link](http://bit.ly/5VDs10)  
Posted: 10:05am
Feedback: 10

11/26/10: We asked you for some holiday shopping strategies and received many creative and responsible ideas. Here's an article that was inspired by your suggestions. [Link](http://yal.vg/6Ganes)  
Posted: 6:53am, Feedback: 5

11/25/10: This Thanksgiving, we're thankful for our clients. We love helping you reach your financial goals. Today you'll probably be having turkey as well as other hearty helpings. like asset allocation, it's all about balance. What are you grateful for today?  
Posted: 6:30am, Feedback: 22

11/24/10: We're all about not paying more for something than you should. Retailers are experts on human shopping behavior. You may see some "mind tricks" this Friday. For example, the "swatchhero," where you're sucked in for a limited quantity sale item only to miss out but end up spending on other attractive discounts. What's your strategy for coming out on top? [Link](http://bit.ly/8WO0OQ)  
Posted: 10:05am, Feedback: 17

11/24/10: Our "money under the mattress" Saturday post sparked some great discussion, including new defs of "cold hard cash" and "frozen assets," comments about inflation risk, opinions about diversifying for short- and long-term goals, and warnings about market-timing. Given that you should invest for your own goals and risk tolerance, what is your reaction when you hear of others' investing experiences?  
Posted: 6:48am, Feedback: 14

11/23/10: When you're investing for income, it's tempting to go for yield. But at what cost? Vanguard CIO Gus Sauter says a more prudent strategy may be to stick with your asset allocation and risk tolerance. What, if anything, has made you invest outside of your comfort zone? [Link](http://yal.vg/NXv5C)  
Posted: 5:42am, Feedback: 22
11/22/10: Retail sales have been up for months now, and stores are already offering holiday-like discounts. Sales will probably continue to get better as Christmas approaches. Some online sales are even starting before “Cyber Monday,” with a few kicking off Thanksgiving night. How much of your holiday shopping do you plan to do online?
Posted: 11:14am, Feedback: 20

11/22/10: Michael Bonett, we think your response to our question deserves some FANfare! We especially liked your statement that needs can be clearly defined, while wants are infinite. Check out your highlighted comment on our FANfare tab, and click the “Start profile” button if you're interested in having a special profile there. http://bit.ly/FANFare
Posted: 9:16am, Feedback: 8

11/20/10: Everyone knows someone who has money under a mattress. What are some creative places you've heard that people have hidden money? And how would you convince a loved one to move money to a safer investment or savings vehicle?
Posted: 7:00am, Feedback: 31

11/19/10: Financial literacy is invaluable. That's why we volunteer with Junior Achievement to teach finance to the littlest of learners. Our crew members recently visited local elementary schools to teach everything from checkbook 101 to business structure.

Junior Achievement Day
Posted: 11:17am, Feedback: 25

11/18/10: FANfare post: How do you budget for the holidays without being a scrooge? By commenting below, you agree to let us highlight your comment, FB name, and profile pic on our FANfare tab. If chosen, you'll get a chance to be profiled on our page. http://bit.ly/FANFare
Posted: 6:00am, Feedback: 14

11/17/10: We've been impressed with the comments on our posts! Tomorrow we'll launch FANfare to recognize our insightful fans. We'll post a question, and the fan whose comments best reflect the Vanguarding spirit will have the option to be profiled on our page.
Posted: 6:00am, Feedback: 18

11/16/10: Interesting feedback on our 11-12 retirement post. Sounds like a lot of you are planning to downsize and to concentrate on hobbies, family, and just staying active. A few of you shared concerns about long-term care options. In early December, we'll release a podcast on considerations for financing long-term care. Stay tuned!
Posted: 11:32am, Feedback: 18

11/15/10: The Fed’s announcement that it would purchase $600 billion in government bonds (known as Quantitative Easing 2, or QE2) sparked lively debate. One camp says the move is crucial to lower the risk of deflation and reduce unemployment. Others believe QE2 will produce higher long-term inflation and do little to revive the economy. Do you think the Fed's latest move will pay off for the U.S. economy?
Posted: 8:25am, Feedback: 36

11/13/10: When thinking about retirement, finances are just one aspect to plan. You also need to consider when you'll retire, where you'll live, and how you'll make the most of the rest of your life. How are you planning for retirement?
Posted: 6:00am, Feedback: 29

11/12/10: Some products, like movie popcorn and bottled water, are really overpriced. We encourage our clients to keep a close eye on fixed costs because the less you pay, the more money you have to invest. What ridiculous prices have you seen lately?
Posted: 12:52pm, Feedback: 32

11/11/10: FICO 760 superheroes share several traits. For starters, they don't miss any payments. And their accounts are usually between 6 and 12 years old. Are you a high achiever?

What Do FICO Superheroes Have in Common?
Published: 11/10/10
by easts.png
Posted: 1:14pm, Feedback: 17

11/10/10: To-do lists aren’t just for groceries and chores—they can be helpful for investors of all ages. What do you need to put at the top of your financial to-do list?
Posted: 7:00am, Feedback: 11

11/9/10: Your answers to our poll on how often you check your portfolio ranged from daily to annually. A few of you even rebalance every 6 or 12 months—well done! In this video, Vanguard's Stephen Smith explains why rebalancing can help you stay on track. How often do you rebalance your portfolio?
Posted: 6:26am, Feedback: 9

11/8/10: Last week’s econ news was basically good: The Fed increased efforts to spur the economy, and job creation was better than expected. The market closed at a two-year high. By today, however, traders seemed to be wondering if it was too much, too soon. What do you think the markets will do as the end of 2010 approaches?
Posted: 2:36pm, Feedback: 20

11/6/10: “Be aware of little expenses; a small leak will sink a great ship.” Ben Franklin's words still hold true today. What's your favorite financial quote?
Posted: 6:00am, Feedback: 67

11/5/10: The birth of a child is a joyous time for many parents. But it can also be stressful—physically, mentally, and financially. What financial tips do you have for new parents?
Posted: 1:00am, Feedback: 21

11/4/10: Onomaniac, or a compulsive desire to shop, was first described as a psychological disorder in 1914. How do you curb shopping urges?
Posted: 6:21am, Feedback: 22
11/3/10: We've reached a fantastic milestone—over 10,000 fan "likes." To keep the momentum going, what would you like to see on our page—apps, links, videos? Tell us!
Posted: 6:00am, Feedback: 41

11/2/10: Valued at $3 million, the most expensive pair of shoes in the world are the Ruby Slippers from House of Harry Winston. What's the most you've ever spent on a pair of shoes? How many pairs do you have?
Posted: 12:42pm, Feedback: 13

11/1/10: While the housing market remains in the doldrums, September's figures show monthly gains for existing- and new-home sales. Some experts even see evidence that there's a recovery under way. Have you tried to buy or sell a home in the last couple months? If so, did you sense that the market might be improving?
Posted: 5:45am, Feedback: 18

10/30/10: A ticket to this year's World Series could set you back at least $500. What would your limit be to attend a dream sporting event?
http://bit.ly/9Ee93o
Posted: 7:15am, Feedback: 13

10/29/10: TIME says your cultural background may have an influence on your cuisine, fashion, and musical tastes. But did you know it may also have something to do with your spending habits? How many of your activities are done out of boredom and not necessity?
Posted: 1:04pm, Feedback: 12

10/28/10: On a scale of 1 to 5, with 1 being very pessimistic and 5 being very optimistic, how would you rate your outlook for the economy over the next 12 months? How about over the next 5 years? Why do you feel this way?
http://vgl.ug/b8SQ2

The case for cautious optimism
vgl.ug
Posted: 9:24am, Feedback: 18

10/27/10: If you give your children an allowance, do you make them earn it? How do you determine how much they receive?
Posted: 11:29pm, Feedback: 10

10/26/10: Tom spent $100-$200 buying tools he knows he has but can't find; Nancy just found $100 worth of expired gift cards; and Christine missed out on $300 of lost rebate paperwork. How much money have you "misplaced"?
http://vgl.ug/cUhr6w
Posted: 2:04pm, Feedback: 16

10/25/10: Recent economic reports say consumer spending is up slightly, but that most people are shopping for necessities and great bargains. Would you say it's easier or harder to find a bargain in this economic climate?
Posted: 8:11am, Feedback: 17

10/23/10: Halloween can be an expensive holiday. On average, people spend between $50 and $60 on Halloween-related items. Scary! Are you spending more or less than this for Halloween?
Posted: 7:00am, Feedback: 37

10/22/10: Fall's a beautiful and budget-friendly time to travel. Here's how to find the best deals on the social web. What are your plans to get away?

HOW TO: Find the Best Fall Travel Deals on the Social Web
bit.ly
Posted: 9:13am, Feedback: 3

10/21/10: Are you a neverfree? Believe it or not, 18% of the labor force said they would continue to work through retirement...because they enjoy it. What are your plans past age 65?
http://bit.ly/9eEm0

I'll work till I die!: Older workers say no to retirement
bit.ly
Posted: 9:53am, Feedback: 21

10/19/10: Before buying a house, you should ask yourself one question. No, not "Do I feel lucky?" Ask, "Can I afford it?" This calculator may help. Current homeowners: Do you have any other homebuying tips?
Posted: 12:17pm, Feedback: 16

10/18/10: How often do you check your portfolio?
A. Monthly
B. Annually
C. Whenever the market drops
D. Never
Posted: 11:34am, Feedback: 61

10/16/10: Garage sales, yard sales, estate sales, and auctions can be fun and profitable. What's the best bargain you've found at one of these sales?
Posted: 9:10am, Feedback: 16
10/15/10: A recent study found that the earlier we retire, the more quickly our memories fade. What are your plans for keeping your mind active during retirement? [bit.ly/8wKxMP]

Posted: 6:35am, Feedback: 18

10/14/10: Decisions involving exchange-traded funds (ETFs) and traditional mutual funds don’t have to be complicated. Understand their similarities and differences and decide what’s most important to you. Register now for tonight’s live webcast at 7pm with Tim Buckley. [bit.ly/dxUt3GC]

Register now to attend

bit.ly

Posted: 6:07am, Feedback: 15

10/13/10: Major life events like getting married or having kids should prompt you to check and maybe adjust your asset allocation—your mix of stocks, bonds, and cash. Vanguard’s Ellen Rinaldi explains why—and how—in this podcast.

Podcast for \#AssetAllocation0802010

vanguard.vo.llwod.net

Posted: 8:46am, Feedback: 6

10/12/10: The 30% federal tax credit for home energy-efficiency upgrades is only good through December 2010. Have you taken advantage of this opportunity?

Posted: 10:20am, Feedback: 5

10/11/10: September’s payroll numbers reflected a swan dive in government jobs—and not just at the federal level. State and local cuts have put pressure on school districts to pare back. Has your district found any creative solutions to manage with a tight budget?

Posted: 12:16pm, Feedback: 10

10/09/10: Turns out you don’t have to sweat it if it’s been a while since your last oil change. How else do you save money when it comes to car upkeep?


Posted: 6:09am, Feedback: 12

10/08/10: Mortgage rates dropped to all-time lows recently (just over 4%, 30-yr, according to Freddie Mac). Contrast that with 16.63% in 1981, the all-time high. What are your thoughts on these 2 different yet economically challenging times?

Posted: 8:41am, Feedback: 14

10/07/10: Retirees: What’s the most important lesson you learned once in retirement? [bit.ly/4wU89a]

Posted: 7:32am, Feedback: 12

10/05/10: Hardly New Englanders who live to age 100 tend to maintain close friendships, take the stairs, and be optimistic. You can get an estimate of your lifespan—and how to prolong it—at Livingto100.com. What one thing would you change in your lifestyle to live longer?

http://bit.ly/60f5ZG

Posted: 9:40am, Feedback: 11

10/04/10: A recent poll showed that 87% of us would like to use online technology to consult with docs, transmit blood pressure readings, get prescriptions, and more. Would you use a virtual doctor to save on health care costs?

http://bit.ly/7pMEw

Posted: 10:03am, Feedback: 40

10/04/10: Consumer confidence in September sunk to its lowest level since February, with consumers grim about new job prospects and doubting the possibility of a year-end income boost. In April, we asked you to rate your confidence level from 1 to 100, and your average answer was about 59. Would you give a different answer today?

Posted: 11:03am, Feedback: 15

10/02/10: Holiday decorations are already in stores! What’s your financial game plan this shopping season?

Posted: 7:05am, Feedback: 12

10/01/10: “The Social Network,” the movie about the founding of Facebook, comes out tonight. Since going to the movies can be expensive, how do you decide which movies you’ll see in the theater vs. waiting for cable or DVD?

Posted: 3:40pm, Feedback: 25

10/01/10: Tips on splurging 1. Set a budget so you don’t dip into money set aside for other costs. 2. Avoid guilt by splurging with a purpose. 3. Go for something you use regularly for more bang for your buck. How do you pull the trigger on a splurge?

Posted: 1:03pm, Feedback: 8

9/30/10: Household clutter = lost bills = late charges. Here are some tips on how decluttering can save you money. Has clutter ever had an impact on your finances? What did you do about it? [bit.ly/4Pp6P]

Posted: 1:37pm, Feedback: 19

9/29/10: Warren Buffett suggested recently that kids can learn a lot about handling money and success from rap star Jay-Z. Whose responsibility should it be to teach new generations about personal finance? What can financial companies like Vanguard do to help? [bit.ly/8mPGV]

Jay-Z, Buffett and Forbes on Success and Giving Back - Forbes.com

bit.ly

Posted: 1:12pm, Feedback: 26

9/28/10: According to the Investment Company Institute, only 22% of investors under age 35 are willing to take on substantial risk. Is your investing style more conservative or more aggressive than a year ago? [bit.ly/4Tf0TF]

The new young investor: Stunning stocks

bit.ly

Posted: 10:52am, Feedback: 32

9/27/10: The Great Recession that began in 07 was just officially declared over—in fact, it ended in June 09. That’s the month the NBER says things stopped getting worse. Most macroeconomists reacted to the news with disbelief. Do you think there’s a better way of defining a recession?

Posted: 5:00am, Feedback: 27

9/25/10: One man is taking savings to the extreme. See how he’s spending the year living off of coupons. [bit.ly/4s5hR]

Posted: 6:35am, Feedback: 8

9/24/10: New global banking rules, requiring banks to have greater stores of capital to prevent losses, will be phased in over 8 years. Do you think the new rules will help make our banking system more resilient?

Banks Get New Restraints - WSJ.com

bit.ly

Posted: 9:26am, Feedback: 14

9/23/10: Is your high school in need of a budgeting 101 course? Consider putting them in charge of their back-to-school budget. Hopefully it’ll ready them for college living. Do you think personal finance education should be mandatory in schools? [bit.ly/30a2Yl

Back-to-School Budgeting Lessons | MintLife Blog | Personal Finance News & Advice
bit.ly

9/21/10: Trying to control spending while paying down debt is hard, especially when you’re used to splurging. Take the middle road: If you can’t do without European chocolate, have it, but then buy generic cereal and make coffee at home. What are you doing without to pay off debt?
Posted: 9:23am, Feedback: 25

9/21/10: legend has it that Ernest Hemingway penned “For sale: baby shoes, never worn” when asked to write a complete story in just 6 words. What 6 words of financial wisdom or woe can you tell us about yourself?
Posted: 10:29am, Feedback: 47

9/20/10: Part of the August rise in retail sales has been attributed to sales tax holidays in about one-third of U.S. states. If these back-to-school “tax-free” shopping days are available where you live, do you take advantage of them?
Posted: 5:33am, Feedback: 20

9/18/10: Gardening can be fun, frugal, and fulfilling. Are you growing pumpkins and squash in your own patch this year, heading out to local farms, or buying at a store?
Posted: 7:00am, Feedback: 17

9/17/10: Get a behind-the-scenes look at Vanguard today, 11-2 ET, when Fox Business Network anchor Dagen McDowell interviews our execs on the fixed income trading floor. First time in nearly a decade that a national news program has broadcast live from our campus!
Posted: 8:26am, Feedback: 11

9/16/10: Almost half of ex-employees with over $100,000 in a 401(k) still have it in an old employer’s plan. If you haven’t moved your money, why not?
http://bit.ly/1aSeTq
Making the Most of 401(k)s From Your Past Employers - WSJ.com
bit.ly
Posted: 2:09pm, Feedback: 15

9/15/10: Our efforts to use technology to streamline operations and bring down costs have been recognized. InformationWeek ranked 500 of the most innovative corporate users of technology, and Vanguard is #11 http://vgl.vg/a9OF6C
Posted: 10:11am, Feedback: 34

9/14/10: We love a good bargain. In the Philly region, it's Center City District Restaurant Week, which means participating restaurants are offering $20 3-course lunches and $35 3-course dinners. Do offers like these tempt you to eat out? http://bit.ly/9SU8Ba
Posted: 11:14am, Feedback: 20

9/13/10: New trade figures show that imports fell in July, especially those of cars. With stubbornly high unemployment rates and slower economic growth, are you more inclined to "buy American" when it comes to cars or other goods?
Posted: 16:35am, Feedback: 15

9/11/10: A survey by Golf magazine found that the average golfer spends $2,776 annually on the game. What are your most expensive hobbies, and how do you keep spending in check? http://bit.ly/atnGcQ
Posted: 6:00am, Feedback: 17

9/10/10: Today is 401(k) Day, a natural follow-up to Labor Day. No matter your age, Vanguard can help you get on the road to a more secure retirement.
Posted: 1:00pm, Feedback: 8

9/9/10: Poll: How old was your child when you started to save for his or her college education?
A. 0 to 6 years.
B. 7 to 13 years.
C. 14 to 18 years.
D. I haven't started yet
Posted: 12:13pm, Feedback: 29

9/9/10: Ever been asked about financial topics or how to start investing? Our new "Tell a friend" tool lets you send friends and family a link to a site customized to their financial interests. http://vgl.vg/4QDFL5
Posted: 11:52am, Feedback: 4

9/8/10: What's a good predictor of future fund returns? Vanguard research concludes that mutual fund costs have been a very reliable indicator of future performance. A Morningstar study recently echoed these findings. http://vgl.vg/cxq5Er
Fund stars can change; costs always matter
vgl.vg
Posted: 11:08am, Feedback: 15

9/7/10: The nation’s federal and private student loan debt has surpassed credit card debt and is now $930 billion. Which do you consider the lesser evil—your credit card or your student loan?
Posted: 1:01pm, Feedback: 13

9/6/10: Happy Labor Day, fans! Take a break; you deserve it.
Posted: 7:33am, Feedback: 20

9/4/10: "Greed is right, greed works" is an infamous line in the 1987 movie Wall Street. Gordon Gekko’s making an appearance on the big screen again, in Wall Street: Money Never Sleeps. What catchphrases do you think should be in this movie?
Posted: 10:05am, Feedback: 37

9/3/10: Did you know that Tuesday, Wednesday, and Saturday are the cheapest days to travel and that it’s worthwhile to haggle with a hotel for cheaper rates? Check out some more last-minute travel tips, and share your own. http://bit.ly/akRMRA
Save on last-minute summer travel
bit.ly

How to find last minute travel bargains.
Posted: 9:40am, Feedback: 10

9/2/10: Do you wear a watch? Can you write in cursive? If so, you’re probably not a college freshman, according to Beloit College’s latest annual “Mindset list.” What else separates the class of 2014 from their elders—especially when it comes to managing money? http://vgl.vg/b2NWBK
Do you have the college mindset? | Vanguard Blog
vgl.vg
Posted: 1:20pm, Feedback: 8

9/1/10: Questions about saving for college? Post them here, and we’ll try to address them in our live webcast “Every dollar saved for college...” on 9/9 at 11 p.m., Eastern time. http://bit.ly/9aGdS8
Posted: 6:09am, Feedback: 13
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