

EFFECTIVE FACEBOOK STRATEGIES: A CASE STUDY

By

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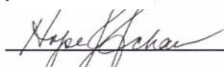
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ABSTRACT

This study examined the J Group Media (Public Relations firm based in Scottsdale, Arizona) Facebook page during a time period when the company was rebranding themselves and developing new strategies for their Facebook page. The study was conducted over a period of five months from October 18th to February 18th. This time frame was chosen because it includes the time period when the old Facebook strategy was used (October-November) up to when the new strategies were implemented (December-February). Collecting data within this range allowed a comparison between J Group Media's old Facebook strategy and the new strategy. Data regarding the number of active users, likes on page, unlikes of page, logged in page views, unique page views, photo views, comments on posts, likes on posts, and impressions on posts were recorded daily. The purpose of the study is to use this quantitative data to show ways to measure return on investment for social media campaigns and present successful Facebook strategies that can be potentially adopted by other companies.

STATEMENT OF PURPOSE

Facebook is becoming a wildly popular medium used among public relations firms in order to promote their own company as well as the brands of the clients they represent. However, like with any other piece of integrated marketing communications, Facebook has to be used strategically in order for it to be successful. The purpose of this case study is to quantify Facebook strategies and use that quantitative data to identify successful Facebook techniques. This study will focus on strategies that lead to more “likes” on a company Facebook page and high numbers of daily active users since those were the objectives of the company studied. The goal is that the successful techniques discussed in this paper can be adopted by a wide range of companies that use Facebook; so, they too can increase the number of people who like and interact with their page, and subsequently increase the number of people who are aware of their brand and purchase their products or services.

STATEMENT OF RELEVANCE

Facebook has come a long way since its launch in February 2004. Originally the site was only available to Harvard students as a way for students to get to know each other and stay in touch over the Internet. As the site became more popular it expanded to other institutions and by 2005 the site was open to any student that could provide an e-mail address from an English speaking college. The early success of Facebook was evident based on the figures from an internal study conducted in September 2005. Eighty-five percent of students of the universities on Facebook had a Facebook profile and at least 50% of them were logging onto the site daily. In late 2006 the website went global, anyone with a valid e-mail address could create a profile (Montefusco, 2010).

Today, there are currently over 500 million active users on Facebook. Fifty percent of active users log on everyday and people spend over 700 billion minutes per month on the site (Facebook Press Room, 2011). With so many people actively using the site it is no wonder that the site has become popular among businesses. Corporations like Pepsi all the way down to local business and non-profits have Facebook pages in order to put their brand in touch with the millions of people who utilize Facebook.

When a person finds a business page on Facebook they can interact with it in multiple ways. They can “like” it, this is similar to friending a person on Facebook. When someone likes a business’s page, they can see the company’s updated posts on their Newsfeed, which is a running list of live friend and business updates that appears on user’s Facebook home screen. In addition to liking a business page, people can engage with the brand by reading their posted news stories, joining in discussions, and viewing their pictures and videos. When someone interacts with a business page, whether it is simply liking it or sharing content from the business’s page with a friend, the actions span out across the entire Facebook network, leading to great word of mouth advertisement. Every time someone likes a business’s page, shares content from the business’s page, or comments on something on the business’s page it gets posted to the Newsfeed, which spreads the company’s name to everyone’s friend circles. Therefore, Facebook is a great tool for brands to increase awareness, engage with customers, drive traffic to the company’s website,

acquire new customers and leads, continue to build relationships with current customers, and understand what people are saying about the brand. All these are extremely beneficial to any brand especially when there is no direct cost; creating a Facebook business page is free. Businesses are seeing the potential in Facebook and are rushing to use it as a marketing tool.

However, just setting-up a business Facebook page will not magically lead to thousands of people liking the page and interacting with the content posted on the page. Companies need to develop a Facebook marketing plan in order to garner success from the site. This includes understanding web trends, defining the objectives for the Facebook business page, understanding the target audience, deciding which Facebook tools to use, and creating valuable content to post on Facebook.

Despite the potential Facebook has to increase brand awareness and subsequently sales, many executives are still skeptical about the value of the tool. Since Facebook is such a new medium for marketers, developing established metrics is still a work in progress. People are having a hard time understanding the value of a “like” and what that means for a brand. The big question is how do “likes,” Newsfeed stories, and active users effect a company’s return on investment? This study attempts to identify successful strategies that lead to more “likes” and active users and explores the question, what benefit does that have for the company.

LITERARY REVIEW

As previously mentioned social networking sites, especially Facebook, are becoming a quite popular marketing tool for businesses. “Social network sites are web-based services that allow individuals (and now businesses) to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site” (Boyd and Ellison, 2007).

Many CEOs and CFOs are intrigued by the marketing potential of these sites, but are demanding to know what the return of investment (ROI) is on these marketing campaigns before they continue to pump more money into them. Newspaper, radio, magazine, and television advertising have been around for a while and advertisers have gotten comfortable with calculating reach and frequency in order to determine the ROI from these more traditional marketing campaigns, but when it comes to social media, ROI needs to be approached differently. Donna Hoffman and Marek Fodor suggest turning the tradition ROI approach upside down; “instead of measuring their own marketing investments and calculating the returns in terms of consumer response, managers should begin by considering consumer motivations to use social media and then measure the social media investments consumers make as they engage with the marketers’ brand” (2010).

Returns on social media benefits should not always be measured in terms of dollars, measuring in terms of consumer behaviors (consumer investments) is more beneficial. Consumer investments include everything from time spent on the Facebook page, number of comments on a Facebook page, and number of updates on a Facebook page. All this data can be used to measure marketing outcomes such as change in awareness about a brand or word-of-mouth

increase over time (Hoffman and Fodor, 2010). These outcomes are focused on the long term rather than the short term, something corporate executives have a hard time with. They want to know right now if their marketing efforts are working and leading to more sales. Unfortunately, with social media it is a long term process, focused on building relationships. Businesses need to keep in mind that the four things that drive people to use social media are connections, creation, control, and consumption (Hoffman and Fodor, 2010). Social media is allowing consumers to be more in control, rather than the marketer.

The traditional consumer decision journey was very systematic, starting with the consumer researching the many choices available to him or her, selecting on choice that met all of his or her criteria, purchasing the product, and ending the relationship with the manufacturer/ seller after the product was purchased. Now consumers start their decision journey with a much smaller consideration set of products selected from their exposure to ads store displays, information from a friend or other sources. Throughout the decision journey consumers are constantly evaluating their consideration set. As they receive new information they dump some products from the set and add new ones. Once the consumer is ready to buy, they usually go into a store to make a purchase and can be easily dissuaded at this point. Everything from placement in the store, to pricing, packaging, and availability can make a consumer want to change their mind. After the purchase the consumer continues to bond and interact with the brand in the enjoy-advocate-bond stage, which is very different from the traditional journey where the consumer ceases all contact after the purchase (Edelman, 2010). Some satisfied consumers will go online and advocate the brand, talking about it to their friends on Facebook and posting comments on the company's Facebook page if they have one. Consumers are now more influenced at the enjoy-advocate-bond stage, rather than the consider and buy stages. Therefore, it is important for brands to have a well developed Facebook strategy that encourages discussion about the brand and sharing of comments about the brand. Companies traditionally spend 90% of their marketing budget on advertising and retail promotions, but the biggest influence on people's purchasing decisions is other people's recommendations (Edelman, 2010). Facebook is a great tool to facilitate the sharing of reviews about a product.

Activity on the Facebook page can lead to increased brand awareness, brand engagement, and word of mouth. Fortunately, there are some metrics available to help businesses measure these social media objectives. Brand awareness can be measured on social media through the number of "likes" on the page and number of impressions. Number of comments, number of active users, number of "likes" on friends' feeds, number of user generated items (photo uploads, replies), and impressions to interaction ratios can be used to measure brand engagement. Companies can study the frequency of appearance of stories on the NewsFeed, number of wall posts, number of shares, and number of responses to friend referral invites to understand the increase of word-of mouth (Hoffman and Fodor, 2010).

Social media still achieves some traditional marketing objectives as well, such as direct cost reductions. User forums and discussions on Facebook pages serve as a company's version of a toll free help desk and social media can save companies money when it comes to market research as well. Business can study customer's comments and set-up polls to monitor their customer's opinions towards their product. Clearly, there are many benefits for companies that strategically incorporate Facebook into their marketing plans.

METHODOLOGY

Data Background

Company Background

Data for this study was collected from the J Group Media, a boutique public relations firm in located in Scottsdale, Arizona, Facebook page. Their services include identity development, graphic design, social media, media buying, publicity and event marketing. They have become known for marketing the most exclusive events in collaboration with the most widely known local, national and international brands. These brands include Banana Republic, 7 for All Mankind, Mercedes Benz, Cadillac, Ferrari, Damini, Vitamin Water and Smartwater, W Scottsdale, Isaac Jewelers, Deegie's Carma (clothing boutique), and Pita Jungle.

J Group Media was established in 2007 and their Facebook page was launched in December 2009. Posts on the Facebook page from December 2009 until August 2010 were minimal, averaging one to three posts per month. The majority of the posts promoted upcoming events that J Group Media was planning and marketing on behalf of their clients, such as the Mercedes Benz Fashion Show.

From September 2010 until December 2010 the owner of J Group Media wanted to work on developing a new Facebook strategy that would include more frequent posts (a few times a week) and sharing more interesting content. The goal was to have the new Facebook strategy up and running by January 2011 to coincide with the launch of the new J Group Media website, which would be more focused on driving people to their social media pages. The launch of the new Facebook strategy and website ties in with the company's complete rebranding strategy, which even includes a redesigned, more modern logo.

Below is a blog entry pulled from the J Group Media website which defines the company's rebranding strategy.

New Year, New Brand

J Group Media launches into the New Year with an updated logo, redesigned website, and a fresh focus



J Group Media is the same Advertising and Public Relations Firm committed to filling a void in traditional marketing, but with a new look and focus! We kicked the New Year off with the launch of our sleek new website. When you visit the homepage you will be greeted with

scrolling images of our latest projects and events as well as the J Group Media Facebook stream, which is packed with behind the scenes photo shoots, amazing contests, and events you will not want to miss. We like to think our website reads like a lifestyle magazine's website; it is a place you can visit to learn about the latest happenings around town. The Facebook stream hints at one of our priorities for this year, amping up our social media presence as well our clients' social media presence. When used strategically social media is a valuable tool to create connections with key industry leaders, create additional PR leads, build relationships with customers, increase brand visibility, and get an inside glimpse to what your customer wants. Our goal is to integrate our clients' brands into the conversations on social media sites and get people excited about them. Be on the lookout for our unique social media campaign for the Cystic Fibrosis Foundation coming at the end of this month.

Demographics

The demographics of the J Group Media Facebook page have been relatively static from October-February, despite the rebrand. As of February 18, 2011, 65% of the people who like the J Group Media Facebook page are female and 45% of those women are between the ages of 25 and 34. One hundred and ninety-three of the people who like the page list Phoenix as their current city. Dallas is second with 27 users, and Los Angeles third with 22 users. English is the most popular language of J Group Media fans, with 491 out of the 505 fans having it set as their default language.

Interview Protocol

On December 22, 2010 I met with the owner of J Group Media to find out more about his goals for the J Group Media Facebook page and his redefined Facebook strategy. The interview lasted approximately 45 minutes and provided valuable insight into the direction he wanted the J Group Media Facebook page to go. He cited that goals of the page are to increase brand awareness for J Group Media, increase brand awareness for the clients his company serves, increase the number of people that "like" the J Group Media page, and ultimately have people attend events produced by J Group Media.

His goal is to have the J Group Media page hit 1,000 likes by the end of April (as of December 22nd there were 473 likes). He views the number of likes as a key measure of the success of the page because "public relations is all about visibility and getting your name in front of as many people as possible." Some of the ways he plans to increase the number of likes on his page is through co-branding strategies with other company Facebook pages that have a significant number of likes and integrating Facebook contests into his clients' marketing campaigns.

In addition to increasing the number of likes to his page he wants the people that like the J Group Media page to be more active, commenting more on pictures and posts. A more active fan base would help the J Group Media page stay visible on the Newsfeed and be noticed by more people. The fan base already is quite active when he posts an event to the page. People are quick to RSVP, post on the event wall, and invite others to attend, but they are less active when it comes to commenting on non-event related posts.

Overall he wants the J Group Media page to be seen as a source for hip, fun, trendy, and unique Scottsdale news and events and not as a purely as tool to promote his clients. Ideally he would like the people that like the J Group Media page to visit it at least once of week to get updated on the latest Scottsdale happenings. In Facebook language this means he wants more daily active users , which means people who have interacted or viewed the page on a given day.

Data Analysis

Extensive analytics regarding the J Group Media Facebook page were recorded for five months from October 18, 2010 to February 18, 2011. These analytics were collected using Facebook Insight, Facebook's built-in analytics tool. This time frame was chosen because it includes the time period when the page was updated less frequently (October-November) up to when the new strategies were implemented and the page was updated a few times a week (December-February). Collecting data within this range allowed me to compare J Group Media's old Facebook strategy with the new strategy, and note what worked and what did not. Data regarding the number of active users, likes on page, unlikes of page, logged in page views, unique page views, photo views, comments on posts, likes on posts, and impressions on posts were recorded daily. Demographic data and page reference sources were recorded for the first month and last month in order to determine if there was a change or not.

FINDINGS

Visibility of Facebook logo on J Group Media website led to more likes on their Facebook page

The original J Group Media website had a very small Facebook logo on the bottom of the page that would link people to J Group Media Facebook page when it was clicked. In order to find the Facebook logo, website visitors had to scroll down to the bottom of the webpage and look for the Facebook logo embedded in between all the other company contact information. Most of the information of the J Group Media website fit on the screen without scrolling; so, there was hardly ever a reason to scroll down and see the Facebook logo. When the company launched their redesigned website on January 5, 2011 they wanted to draw more attention to their activity on social media sites. The new site is strategically designed to force users to scroll down to see all the content on the page. Directly below the content is a "follow" us column" with logos of all the different social media sites J Group is on. Facebook is the first logo displayed. The Facebook logo on the new site is four times bigger than what it was on the old site and cleanly separated from the contact information; so, it stands out and is easy to see. Also, next to the main article on J Group Media homepage there is a Facebook social media plug-in that is updated live, showing what is happening on the J Group Media Facebook page. There is also a button you can click to "like" the page without even leaving the J Group Media website to go on Facebook.

During my first month studying the Facebook page (October 18th-November 18th), before the website updates, only two people who liked the J Group Media Facebook page originated from the J Group Media website. This means only two people ultimately clicked the Facebook logo on the bottom of the J Group Media website and then clicked "like" once they were directed to the J

Group Media Facebook page. During the first month that the newly redesigned website was up (January 5th-February 5th), 90 likes to their Facebook page originated from their website. That is a huge increase in likes just by making the Facebook logo on their website larger and easier to see and adding their Facebook feed to their website.

J Group Media's Facebook page has more daily active users when it posts content that is exclusive, beneficial, or behind the scenes

On November 29, 2010 J Group Media made their first Facebook page post that was able to score them daily active user numbers that were out of the teens. The post read, "California is about to experience the art of eating healthy! Arizona's own Pita Jungle is coming to Old Town in Pasadena in February! Rejoice, Californians!" This post drew 66 active users; a huge accomplishment considering prior posts only drew 1-10 daily active users on average, and 15-16 daily active users on a good day. This post drew attention because it was the first announcement on any media outlet that Pita Jungle was opening in California. Pita Jungle is a wildly successful restaurant with over 900 likes on Facebook. Pita Jungle's loyal fans were excited to hear that the restaurant was expanding to California. This was the first post on the J Group Media Facebook page that came across as news rather than an advertisement. Although, Pita Jungle is a J Group Media client and the intent of the post was to create publicity for them, it did not come across that way like some previous J Group Media posts have. Prior posts have seemed like a deliberate advertisement for J Group Media clients, thus they were not as interesting to people and attracted fewer daily active users. An example of some of the posts that read like advertisements include, "Don't forget to like the hottest new retail destination, Deegie's Carma on Facebook!" (posted November 4th) and "Tune in to Fox 10 Arizona morning tomorrow at 9:30am to see Kristin Anderson's segment on Deegie's Carma" (posted November 10th). The November 4th post had 7 daily active users and the November 10th post had 6 daily active users.

J Group Media has since made their posts promoting their clients seem less like advertisements and more like interesting news stories. The newer posts include discounts and behind the scenes information that people are interested in. For example on January 5, 2011 they posted "Make sure to check out our client Deegie's Carma at the Scottsdale Quarter on GROUPON today." This post received 111 daily active users. The post still effectively advertised Deegies's Carma like the November posts did, but it included a benefit for the users, a 50% GROUPON, which made the post more appealing to Facebook users.

The behind the scenes strategy is also working well for the J Group Media Facebook page. They have been recently posting content that gives page viewers exclusive, behind the scenes information. On December 8th they posted, "Sneak Peek! Behind the scenes photos of the Deegie's Carma ad campaign..." Although the purpose of this post is to simply gain publicity and there is not direct benefit to the Facebook user, there were still 121 daily active users that day. Using the term sneak peek made people feel like they were special and getting access to exclusive information. The sneak peek strategy was also used successfully on January 7th when sneak peak picture of the Parc Central restaurant's door was posted on the J Group Media Facebook page with the text "Stay tuned to see what awaits behind these closed doors...Grand Opening Next Week at the Scottsdale Quarter." There were 109 daily active users that day. They

key to increasing the number of daily active users is posting content that is unique and benefits the users.

Frequent posts on the J Group Media Facebook page leads to an increased number of daily active users

Once the new J Group Media Facebook strategy launched in January, posts were made 3-4 times a week. The data shows that it is important to post frequently if you want large numbers of daily active users. From January 10th to January 17th, posts were made on the 11th, 12th, 13th, and 17th. The number of daily active users were 86, 85, 90, and 112 respectively. The days that week when posts were not made the daily active number of users were 6 (January 10th), 8 (January 14th), 3 (January 15th), and 4 (January 16th). When a post is made on a company Facebook page it appears on the Newsfeeds of all the people who like that company's page. This helps draw attention to the company and encourages people to check out the page, leading to higher numbers of daily active users.

J Group Media's cross branding strategy led to more fans and ultimately more brand awareness

At the end of January the J Group Media Facebook page experimented with a cross branding strategy for the first time. They partnered with W Scottsdale to host the annual Golf Ball, Waste Management Open after party. The W Scottsdale and J Group Media promoted the event through a sweepstakes on their Facebook pages. Facebook users had a chance to win two Greenskeeper passes and bottle service for six at the Golf Ball. The more friends people directed to the page, the better the chance they had at winning the contest. This was a great strategy to help increase the number of "likes" on each company's Facebook page. Each time J Group Media and W Scottsdale posted about the sweepstake on their page they "tagged" the other company in the post, meaning it had a link to the other company's Facebook page and also appeared on the other company's Facebook wall. This allowed the companies to use each other's friend bases to boost their own friend base.

The first post related to the Golf Ball sweepstakes was made on January 20, 2011. The post had 1,032 impressions, a record high for the J Group Media Facebook page. Since the W Scottsdale was tagged in the post, the post was viewable on the W Scottsdale Facebook page and on the Newsfeeds of all the people who liked the W Scottsdale page, which helped increase the number of impressions. The number of daily active users was also high on the days sweepstakes posts were made on the J Group Media Facebook page. On January 20, 2011 there were 251 daily active users. Not only did J Group Media make a sweepstakes post on their page this day so did the W Scottsdale and W Store, and their posts also appeared on the J Group Media Facebook page. Multiple stories related to the sweepstakes appeared on the Newsfeeds of J Group Media friends that day, helping to drive traffic to the J Group Media Facebook page.

Frequent postings did not lead to a net loss of likes on the J Group Media Facebook page

There is the concern that if Facebook posts are too frequent, people will become annoyed with their Newsfeed being filled with stories by one company and "unlike" the company's Facebook page. With the J Group Media Facebook page I found that to be untrue. November 29, 2010

marks the point of when postings on the J Group Media became more frequent. During that week three people unliked the page, but five new people liked it; so, despite the losses there was a net gain of likes. The people who unliked the page may have been accustomed to J Group Media's once a month postings and became annoyed when the postings became more frequent. However, the frequent postings appealed to a new group of people who were interested in the latest J Group Media happenings.

Frequent postings on the J Group Media page led to an increased number of likes to the Facebook page

From the period of October 18th to February 18th a total of 53 people liked the J Group Media Facebook page on days when a post was made. A total of 39 people liked the J Group Media Facebook page on days when no post was made.

CONCLUSION AND IMPLICATIONS

J Group Media's new Facebook strategy of posting more interesting content more frequently seems to be working. On October 18th there were 438 people who liked the page and from October 18th until November 18th there were 96 monthly active users. On February 18th there were 510 likes and from January 18th until February 18th there were 1,666 monthly active users. A significant greater number of people have been viewing the Facebook page posts and interacting with them from the start of the study to the end of the study when a more strategic Facebook plan was implemented. These numbers prove how important it is to tailor the content posted to the people who "like" the Facebook page and that it is important to post frequently in order to keep people coming back to the page.

During the start of the study Facebook did not record data regarding the number of times people (includes everyone, people who like and do not like the Facebook business page) have viewed News Feed stories posted by the J Group Media Facebook page. However, this data was available for the last part of the study. From January 18th to February 18th 20,443 people viewed a J Group Media story on their Newsfeed. This number demonstrates the power Facebook has to spread a company's message to a large network of people outside the company's immediate fan base. Facebook has allowed not only J Group Media to grow its awareness but also awareness for their client's brands. When used strategically Facebook is a great word of mouth advertising tool.

Facebook has not only helped J Group Media and their brands gain awareness it has also helped increase attendance at J Group Media hosted events. J Group media reports that the Golf Ball was one of their highest attended events, and largely attributes the high event attendance to the extensive exposure Golf Ball received on Facebook. "With J Group and the W Scottsdale both promoting the event, it was all over Facebook Newsfeeds the week leading up to the Golf Ball," according to Joe Patti. J Group Media plans to continue their current strategy and carrying it over to the social media accounts of the brands they represent.

The implications of this research are that Facebook is a powerful word of mouth marketing tool, but its true potential cannot be leveraged unless a strategic Facebook marketing plan is in place. Depending the objectives for the business Facebook page there are metrics that can be used to measure the success of the page. More research still needs to be conducted before Facebook metrics can be understood and interpreted as easily as television, radio, and print advertising metrics.

FURTHER RESEARCH

This study only focuses on one Facebook page. In order to gain a better understanding of what Facebook strategies are effective a more extensive study we need to be conducted, examining multiple Facebook pages of different types and sizes. A small company with a Facebook fan base of 300 has very different goals and strategies and objectives than a national corporation with over three million fans. In addition a Facebook page for a public relations firm has a very different function than a Facebook page for a company that is trying to sell products. Facebook is very effective in bringing awareness to a public relations firm, but is it as effective when it comes to selling products? How would the strategies differ?

It would also be interesting to take this research a step further and interview some of people who like various Facebook business pages. What is their motivation for liking a particular business's Facebook page? How often do they check a business Facebook page after that have liked it? Were they a customer/ client of the company before the liked the Facebook page or did the Facebook page persuade them to become a client?

Facebook is only one social media outlet. More research also needs to be done on Twitter, You Tube, and Four Square. How can these tools be effectively interconnected in order to develop integrated social media communications?

APPENDICES

Appendix A: Summary of J Group Media Posts

Summary of J Group Media Posts

Date	Post	Impressions
7-Oct	Deegies Carma Photo Shoot	No Data Available
2-Nov	Next Saturday is the Grand Opening of Deegie's Carma at the Scottsdale Quarter. If you haven't already make sure you RSVP for the Invitation Only Grand Opening Event at: www.deegiescarma.com	927
4-Nov	Don't forget to "Like" the hottest new retail destination, Deegie's Carma on Facebook!	969
8-Nov	Article in Desert Living Today: This Saturday's Grand Opening of Deegie's Carma at the Scottsdale Quarter.	1,037

10-Nov	Tune into Fox 10 Arizona Morning tomorrow at 9:30 a.m. to see Kristin Anderson's live segment from Deegie's Carma!	1,009
10-Nov	Three more days until VIP Grand Opening of Deegie's Carma! RSVP now!	947
11-Nov	Good morning! Tune into Fox 10 Arizona Morning and join Kristin Anderson at 9:30 a.m. for a live segment from Deegie's Carma! Grand Opening Party http://ow.ly/37WS0	960
12-Nov	Did you miss Fox 10 Arizona Morning's Kristin Anderson's live segment from Deegie's Carma this morning? Check out why Kristin is so excited for Deegie's Carma's opening - which outfit do you like the most?	1,050
13-Nov	Tonight's the night for VIP Grand Opening of Deegie's Carma! We have many surprises and giveaways planned so be sure to be there so you don't miss out!	898
15-Nov	Pictures from VG Magazine of Deegie's Carma Grand Opening are now available	853
15-Nov	Pictures from 944 Phoenix of Deegie's Carma's Grand Opening are now available.	902
15-Nov	Pictures from Arizona Foothills Magazine of Deegie's Carma's Grand Opening are now available.	991
29-Nov	California is about to experience the art of eating healthy! Arizona's own Pita Jungle is coming to Old Town Pasadena in February! Rejoice, Californians!	969
2-Dec	Join us for cocktails and live music this Saturday, Dec. 4th at Isaac Jewelers for their annual Holiday Party. Opportunity to win exciting raffle prizes. Enjoy 50% off select merchandise. See you there!	892
6-Dec	AzCentral.com article about Pita Jungle opening in Downtown Phoenix	1,016
8-Dec	Sneak Peek! Behind the scenes photo of Deegie's Carma next AD Campaign....	1,162
11-Dec	J Group Media and Deegie's Carma invite you to a sneak peak of IPic, the new luxury movie theater coming to Scottsdale Quarter! Choose from any showing and call 480-483-3232 to secure your space. http://ow.ly/3nlnN	1,071
16-Dec	Tune into News 3TV tomorrow morning at 9:45AM!!	1,101
17-Dec	Picture from Pita Jungle on 3TV	1,132
5-Jan	Make sure to check out our client Deegie's Carma at the Scottsdale Quarter on GROUPON Today....	866
7-Jan	Stay tuned to see what awaits behind these closed doors.... Grand Opening Next Week at the Scottsdale Quarter!	1,053
11-Jan	We look forward to seeing you all tonight at the Grand Opening of Parc Central Restaurant & Lounge at the Scottsdale Quarter!	957
12-Jan	Tune into Fox 10 Arizona Morning tomorrow at 9:35 a.m. and 9:55a.m. to see Cory's Corner live segment from the Pita Jungle Downtown location.	968
13-Jan	Pic of Cory interviewing owner Nelly from Pita Jungle at the PJ Downtown Location. Segment will air next Wednesday same time...make sure to tune in then!	889
17-Jan	Did you guys see the azcentral.com article on Parc Central?? Check it out	900
17-Jan	Parc Central Grand Opening Images taken from 944 Magazine..Thank You to everyone that came... can't wait to see you back!	924
18-Jan	Arizona Foothills Magazine photos from Parc Centrals Grand Opening	987
19-Jan	Fox 10 News visits the new Downtown Phoenix Pita Jungle Location.... Check it out!	861
20-Jan	Kick Off the 2011 W/M OPEN at the GOLF BALL Friday, February 4, 2011	985

20-Jan	Who's ready for the WM Phoenix Open?! We're helping countdown with a giveaway! Visit W Scottsdale click the 'Sweepstakes' tab and enter to win a pair of Greenskeeper passes (\$500 value) at the 2011 GOLF BALL presented by W Scottsdale, J Group Media and SHADE Lounge!	1,032
20-Jan	<p>post from W: WANT TO WIN OUR GOLF BALL GIVEAWAY? The more you flex your social pull, the more chances you have to win!</p> <p>Invite your friends to enter to better your chances at winning a pair of WM Phoenix Open Greenskeeper passes (\$500) plus a table with bottle service for six at the 2011 GOLF BALL (\$325) presented by W Scottsdale and J Group Media! http://on.fb.me/GOLFBALL-WIN</p>	
20-Jan	post from W Store: ENJOY THE PHOENIX OPEN IN STYLE! Enter to win a pair of Greenskeeper passes (\$500 value) plus a complimentary table with bottle service (\$325 value) at the 2011 GOLF BALL presented by W Scottsdale, SHADE Lounge and J Group Media!	
21-Jan	post from the Valley of the Sun Active 20-30: Thank you, Deegie's Carma, So Scottsdale! magazine, Parc Central and J Group Media for helping us kickoff Viva 2011 in style! Mark your calendars for Viva Las Vegas on April 30th!	
25-Jan	azcentral.com Arizona's Home Page ranked the 2011 GOLF BALL top 5 things to do next week for the WM Phoenix Open. Check it out! Head to www.jgroupmedia.com to RSVP	877
26-Jan	post from Isaac Jewelers: Join Isaac Jewelers and J Group Media next Friday February 4th for the WM Phoenix Open Weekend Kick Off Event at W Scottsdale	
27-Jan	Nice little blurb from Scoop Factory on Deegie's Carma located at the Scottsdale Quarter.	773
27-Jan	Pictures from the Isaac Jewelers Campaign Photo Shoot	827
27-Jan	We are One Week away from the WM Phoenix Open! We're helping countdown with a giveaway! Visit W Scottsdale click the 'Sweepstakes' tab and enter to win a pair of Greenskeeper passes (\$500 value) at the 2011 GOLF BALL presented by W Scottsdale, J Group Media and SHADE Lounge!	837
28-Jan	post from W Scottsdale: WHO'S FEELING LUCKY? Enter for your chance at two WM Phoenix Open Greenskeeper passes (\$500 value) plus a table with complimentary bottle service for six guests at the 2011 GOLF BALL (\$325 value) presented by W Scottsdale, SHADE Lounge and J Group Media!	
28-Jan	WHO'S FEELING LUCKY? Enter for your chance at two WM Phoenix Open Greenskeeper passes (\$500 value) plus a table with complimentary bottle service for six guests at the 2011 GOLF BALL (\$325 value) presented by W Scottsdale, SHADE Lounge and J Group Media!	774
30-Jan	WM Phoenix Open trivia: http://golf.about.com/od/progolftours/p/phoenix-open.htm	972

30-Jan	created Parc Central Phoenix Open Week Kick Off Party with SKYY and 944 Magazine event	865
1-Feb	Parc Central and SKYY Vodka will be handing out flyers for a complimentary SKKY Infusion cocktail at the WM Phoenix Open. Be sure to pick one up and redeem it throughout the weekend at Parc Central!	826
2-Feb	GOLF BALL at the W Scottsdale 2 Days Away..... With sneak peak picture	886
3-Feb	Arizona Foothills Valley Girl feature on Parc Central Restaurant check it out....	778
4-Feb	post from W Scottsdale: Join us this evening as W Scottsdale, SHADE Lounge and J Group Media tee off the second annual GOLF BALL!	
4-Feb	Join us this evening as W Scottsdale, SHADE Lounge and J Group Media tee off the second annual GOLF BALL!	611
8-Feb	Andrea Robinson Fox 10 Arizona Morning Anchor from Fox 10 - KSAZ-TV interviewing Chef Chad Burnett of Parc Central. Thanks for covering guys! With a picture from the set	837
15-Feb	New Isaac Jewelers ad campaign launching next week.... With preview picture	1022
16-Feb	Official Pita Jungle Page Opens its first location in Tucson Today. The Plaza at Williams Centre 5340 E. Broadway Blvd. Tucson, AZ 85711	689

Appendix B: Analytics from J Group Media Facebook Page

Analytics from J Group Media Facebook Page

Date	Daily Active Users	Likes on Page	Unlike	Logged-in Page Views	Unique Page Views	Photo Views	Comments	Likes on Postings
18-Oct	3	0	0	5	3	4	0	0
19-Oct	3	0	0	6	3	1	0	0
20-Oct	3	0	0	6	3	4	0	0
21-Oct	4	1	0	11	4	4	0	0
22-Oct	3	1	0	8	3	0	0	0
23-Oct	1	0	0	3	1	0	0	0
24-Oct	3	0	0	4	3	4	0	0
25-Oct	2	0	0	8	2	4	0	0
26-Oct	1	0	0	1	1	0	0	0
27-Oct	5	1	0	14	5	2	0	0
28-Oct	5	1	0	8	5	2	0	0
29-Oct	2	0	0	3	2	0	0	0
30-Oct	3	1	0	4	3	0	0	0
31-Oct	1	0	0	1	1	1	0	0
1-Nov	3	0	0	4	3	1	0	0
2-Nov	3	2	0	5	3	10	0	0
3-Nov	2	0	0	3	2	2	0	0
4-Nov	7	1	0	15	7	4	0	1
5-Nov	6	2	0	11	5	4	0	1
6-Nov	1	1	0	4	1	4	0	0
7-Nov	0	0	0	0	0	0	0	0
8-Nov	13	5	0	49	11	10	0	3

9-Nov	7	3	0	17	7	7	0	0
10-Nov	6						0	0
11-Nov	16						0	0
12-Nov	3						0	0
13-Nov	4						0	0
14-Nov	3						0	0
15-Nov	13						0	0
16-Nov	8						0	0
17-Nov	7						1	0
18-Nov	3	3	0	7	3	0	0	0
19-Nov	15	0	0	14	5	4	0	0
20-Nov	3	0	0	0	0	20	0	0
21-Nov	12	0	0	8	7	1	0	0
22-Nov	8	1	0	2	2	0	0	0
23-Nov	5	1	0	1	1	0	0	0
24-Nov	4	0	0	1	1	1	0	0
25-Nov	3	0	0	1	1	0	0	0
26-Nov	3	0	0	6	2	0	0	0
27-Nov	5	0	0	4	2	1	0	0
28-Nov	2	0	0	0	0	0	0	0
29-Nov	66	2	1	12	6	11	2	2
30-Nov	41	0	1	13	6	4	0	0
1-Dec	12	2	1	23	7	4	0	0
2-Dec	46	0	0	13	3	6	0	0
3-Dec	20	1	0	8	5	5	0	0
4-Dec	4	0	0	0	0	0	0	0
5-Dec	4	0	0	9	4	1	0	0
6-Dec	35	0	0	9	5	2	0	0
7-Dec	58	0	0	10	4	7	0	0
8-Dec	121	9	0	34	15	18	0	0
9-Dec	11	2	0	25	7	8	0	0
10-Dec	11	1	2	5	3	2	0	0
11-Dec	66	0	1	2	2	0	0	0
12-Dec	19	1	0	10	4	2	0	0
13-Dec	7	0	0	9	5	1	0	0
14-Dec	3	0	0	3	3	0	0	0
15-Dec	2	0	0	16	1	0	0	0
16-Dec	80	1	0	14	9	0	3	1
17-Dec	101	3	0	26	7	31	1	3
18-Dec	12	0	0	13	6	7	0	0
19-Dec	3	0	0	4	2	0	0	0
20-Dec	7	0	0	11	6	2	0	0
21-Dec	5	0	0	6	4	1	0	0
22-Dec	0	0	0	0	0	1	0	0
23-Dec	4	0	0	1	1	0	0	0
24-Dec	2	0	0	6	1	6	0	0
25-Dec	0	0	0	0	0	0	0	0
26-Dec	1	0	0	1	1	0	0	0
27-Dec	17	0	0	6	5	1	0	0
28-Dec	16	0	0	7	2	1	0	0
29-Dec	19	0	0	11	3	1	0	0
30-Dec	1	0	0	1	1	1	0	0
31-Dec	4	0	0	5	1	0	0	0
1-Jan	2	0	0	7	2	19	0	0
2-Jan	3	0	0	3	3	0	0	0

3-Jan	20	0	0	20	5	3	0	0
4-Jan	9	0	0	6	4	0	0	0
5-Jan	111	2	0	19	8	4	0	2
6-Jan	4	0	0	4	1	0	0	0
7-Jan	109	2	0	12	6	25	0	2
8-Jan	6	1	0	4	2	3	0	1
9-Jan	6	0	0	8	6	5	0	0
10-Jan	6	0	0	10	3	2	0	0
11-Jan	86	1	0	11	4	12	0	1
12-Jan	85	1	0	20	8	3	0	1
13-Jan	90	0	0	5	3	17	0	0
14-Jan	8	0	0	9	3	3	0	0
15-Jan	3	0	0	16	2	5	0	0
16-Jan	4	0	0	3	3	0	0	0
17-Jan	112	0	0	29	10	1	0	0
18-Jan	106	0	0	21	8	0	0	0
19-Jan	57	1	0	119	14	2	0	1
20-Jan	251	2	0	41	11	3	0	2
21-Jan	186	0	0	13	5	2	0	0
22-Jan	63	0	0	16	5	2	0	0
23-Jan	51	1	0	7	6	0	0	0
24-Jan	84	0	0	32	9	0	0	0
25-Jan	151	1	0	33	11	0	0	1
26-Jan	208	4	0	36	15	1	0	0
27-Jan	192	3	1	39	13	35	0	3
28-Jan	116	1	0	21	11	6	0	4
29-Jan	30	1	0	5	5	2	0	0
30-Jan	114	0	0	18	6	1	0	0
31-Jan	173	3	0	33	14	7	0	0
1-Feb	163	1	0	38	17	2	0	0
2-Feb	277	1	0	27	14	0	0	1
3-Feb	178	4	0	26	26	19	0	1
4-Feb	121	5	0	44	14	18	0	1
5-Feb	27	5	0	11	4	0	0	0
6-Feb	11	1	0	10	6	1	0	0
7-Feb	12	0	0	10	4	1	0	0
8-Feb	107	0	0	18	10	51	0	0
9-Feb	73	1	0	8	6	15	0	0
10-Feb	69	0	0	16	8	5	0	0
11-Feb	47	0	0	4	3	1	0	0
12-Feb	14	0	0	5	2	0	0	0
13-Feb	16	1	0	11	4	0	0	0
14-Feb	33	0	0	13	6	0	0	0
15-Feb	133	0	0	36	11	5	0	1
16-Feb	101	1	0	17	9	2	0	0
17-Feb	25	0	2	7	5	0	0	0
18-Feb	27	0	0	14	5	0	0	0

Appendix C: Interview Protocol Questions

Company Facebook Page Interview Protocol

1. What are the goals of your Facebook page? (i.e. increase sales, increase brand/ company recognition, promote events/ contests, increase number of friends, etc.)
2. How do you measure the success of your Facebook page?
3. Do believe your page is meeting those goals? Why or why not?
4. Would you consider your fan base to be active (commenting, participating in contests/ events, buying your product/ service)?
5. What would you change about your Facebook page to make it more successful?
6. Do fans interact with your Facebook page the way you expected them to?
7. What calls to action are available on your page (events, contests, sign-ups, etc.)?
8. Do you consider a large fan base to be a key factor to the success of your page? What other factors do you use to determine the success of your page?
9. Do you have a way of tracking sales/ event attendees that originated from your Facebook page?
10. Why do you think people become fans of your page?
11. What do you hope these fans will do?

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