Dissertation by Elisha Arnold

by Elisha Paige Arnold

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An Investigation & Evaluation into how Social Media has impacted today's Enterprises

by

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Project submitted as part of the requirements for the award of BSc (Hons) Business Information Technology

April 2016

I, **Elisha Paige Arnold** declare that I am the sole author of this Project; that all references cited have been consulted; that I have conducted all work of which this is a record, and that the finished work lies within the prescribed word limits.

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Abstract

This study will be focused around the overarching aim which is an investigation & evaluation into how social media has impacted today's enterprises.

With over 2.22 billion social network users worldwide [1], social media has grown to become an important accessory to today's enterprises. They key matters examined relating to this topic are the impacts social media can have on a business, with both the positive and negatives impacts analysed further.

A mixed-method research choice was used to conduct both research strategies. An inductive approach was undertaken following the positivism philosophy for the survey, which was concerned with discovering the facts and figures of social media's impact on enterprises. An inductive approach was undertaken following the phenomenological philosophy for the case study, which was concerned with understanding how much effort it takes to create and maintain a social media account before it begins creating an impact on a business.

The major findings were that social media has impacted today's enterprises positively as oppose to negatively, with the majority of the negative impacts being able to be avoided through prevention methods.

The conclusion established that although social media can impact a business negatively, most of these impacts can be avoided through prevention methods. The majority of businesses are impacted by social media platforms positively whilst social media paid advertising, management tools and analytic services only impact businesses positively. It was also established that a social media page cannot be set up and then assumed instantaneous results will appear.

It's recommended that the study be used to create a start-up guide for businesses who want a social media presence, along with an analysis of other platforms that could be used for case study purposes to evaluate its impact on the business, and then compared with others to see which creates the biggest.

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Chapter 1: Introduction

Before the rise of social media, consumers were stuck with channels such as radio and television. The introduction of social media provided customers with a sense of empowerment, a place to express their opinions for the world to see. This customer empowerment has radically changed the method people make purchasing decisions, and gave a massive setback to the power and practice of traditional marketing. Enterprises became aware of the danger and began to associate social media as a fragment in their marketing strategies [2].

Facebook and Twitter are two of the most used platforms, and can impact enterprises both positively and negatively [3]. These impacts are analysed further within the literature review, along with a guide of how businesses can create a social media presence [see Chapter 2 for literature review].

To test the true impacts of social media on enterprises, a survey and case study are used. The survey's question will be determined from the literature review and surround the topic of social media's impact on enterprises [see Section 3.7.1 for information regarding survey]. The case study focuses on the creation of a social media account for a real business, to gain an understanding of how much effort it takes to create and maintain before it creates an impact [see Section 3.7.2 for information regarding case study].

The results of the survey and case study along with the literature review's, are then analysed and evaluated in comparison to one another, to gain a thorough and overall conclusion of the proposed research [see Chapters 4 & 5 for Analysis and Evaluation].

Section 1.1: Aims & Objectives

The primary aim of this research is:

'*An investigation and evaluation into how social media has impacted today's enterprises*'.

The aim has been broken down into specific objectives which provide structure to the aim:

1. To conduct a literature review based on social media through secondary information.
- The literature review will discover information already out there on the topic of social media, along with the negative and positive impacts social media has had on the business industry so far.

2. To create, develop and distribute a survey based on social media's impact on enterprises, with questions being determined from the literature review.
- The questionnaire will be distributed between businesses to discover how social media has affected their business.

3. To analyse and evaluate the survey's results based on social media's impact on enterprises.
- The results will help to gain a real-life insight and understanding of social media's impact on enterprises.

4. To evaluate a real-life case study through the creation of a social media account in conjunction with a participating business owner, to discover the real impact it has had on a business.
- The case study will help to gain a real-life understanding of how much effort it takes to create and maintain a social media account before it creates an impact on the business.

5. To compare and analyse the results of the survey, case-study and literature review to achieve the project aim and gain a thorough conclusion of the proposed research.

The next chapters explore secondary research on social media and its impact on enterprises, followed by a description of the research methodologies that will be used to gain the primary data required to form both analysis and evaluation sections.

Chapter 2: Research & Review of Literature

The purpose of the literature review is to identify and explore secondary information based on a chosen subject area, and to provide a base upon which new research can be founded [4].

The literature review explores 6 areas surrounding the subject of social media and its impact on enterprises.

1. The first section provides an introduction and background to social media, including definitions, its evolution and an analysis of today's most used platforms; Facebook and Twitter.

2. The second section establishes how social media grew to become so popular amongst the business industry, and explores the most used platforms by today's enterprises.

3. The third section discovers the positive impacts social media has had on enterprises e.g. social media marketing, paid advertising, customer service etc.

4. The fourth section discovers the negative impacts social media has had on enterprises e.g. misuse by employees, negative reviews, security issues etc.

5. The fifth section provides a guide on how a business can build a social media presence.

6. The last section is a thorough conclusion of the literature review, summarising key points from each section.

Section 2.1: What is Social Media?

The next three sections provide an introduction and background to social media, and a description of today's most popular platforms.

Section 2.1.1: Social Media Definitions

One of the most popular definitions as proposed by Kaplan and Haenlein [5], is "*...a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Conten*t."

Two other distinguished scholars, Boyd and Ellison [6] define social media platforms as "*...web based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system*".

Section 2.1.2: The Evolution of Social Media

The evolution of social media began in 1969 through CompuServe, the first major commercial internet provider. Compuserve allowed members to share files, access news and provided interaction between members [7].

Following Compuserve's success, in 1971 the first email was sent by Ray Tomlinson [8].

In 1978, Bulletin Board Systems were developed and became the predecessors of the World Wide Web. Users would log in and upload/download software, read news, or exchange messages.

In 1985 America Online, also known as AOL, was founded. AOL was the internet before the internet, and its member created communities were one of its most fascinating features. In 1997, AOL launched Instant Message which allowed users to chat online [9].

Bulletin board systems went on to be replaced by social networking sites such as Six Degrees and Black Planet.

The year of 2000 saw the rise of social networking, as different sites launched in every direction. These sites included LunarStorm and Wikipedia. In 2001 Footlog and Friendster were launched followed by MySpace and Linked-In in 2003. In 2004, popular names such as Facebook and Dogster evolved, whilst YouTube emerged in 2005 [10] [11].

Social media platforms are still continuing to rise today, with new platforms being developed each day for different purposes e.g. Tinder for dating, what's App for chatting. For more information on the evolution of social media, an infographic can be viewed in the Appendices [see Appendix A].

Section 2.1.3: Popular Social Media Platforms

The following section explores two of the most popular social media platforms, Facebook and Twitter, in accordance to Ebizma's statistics [see Appendix B].

Section 2.1.3.1: Facebook

Facebook was created in 2004 by Harvard students. For the first 18 months, the platform was limited to Harvard students, and it wasn't until a year and a half later that the platform became accessible to everybody [12].

As of October 2015, Facebook is the most popular social network platform with an estimated 9 hundred million visitors every month [13]. These visitors include users of all ages, with the Pew Centre stating that more than half of all online adults 65 and older use the site [14].

Facebook holds a range of features for everyday users including a wall, status, like and poke. Other features include events planning, uploading photos and videos and communicating privately with other members [15].

Figure 1 is a screenshot of what a user sees on their homepage [16]. It shows their friends statuses and photographs, requests, upcoming events etc.:



Figure 1: Facebook Homepage

Figure 2 is a screenshot of a user's profile [17]. The profile display's the user's profile photo, recent activity, status etc.:



Figure 2: Facebook User Profile

Along with its features for everyday users, Facebook is also a great tool for businesses. It allows businesses to create a page, use the manager tool and provides the ability to advertise [18].

The most recent statistics show that as of October 2015 there are over 1.49 billion active Facebook users, with 968 million of these logging in on a daily basis. Five new profiles are created every second, and the average time spent per visit is 20 minutes [19] [For more statistics on Facebook see Appendix C].

Section 2.1.3.2: Twitter

In 2006 a communications service named "Twttr" made its debut. It first began as a side project at a podcasting company, but it wasn't long until the side project became the main event [20].

Today Twitter has over 316 million active users and 500 million tweets sent per day, as of June 2015 [21].

Elia Ari describes Twitter as a microblogging site which restricts posts to 140 characters [22]. Williams, Warwick and Terras [23] believe that the ease of use and instantaneous nature of Twitter has made it a platform for sharing news and reports about events.

Apart from its microblogging feature, Twitter has a range of features. The most popular is the "hashtag" which is used before a string of text to indicate a channel of conversation. Users can also communicate with one another through preceding with the "@" symbol, followed by the name [24].

Figure 3 is a screenshot of a user's homepage [25]. The user can tweet, view tweets, popular trends etc.

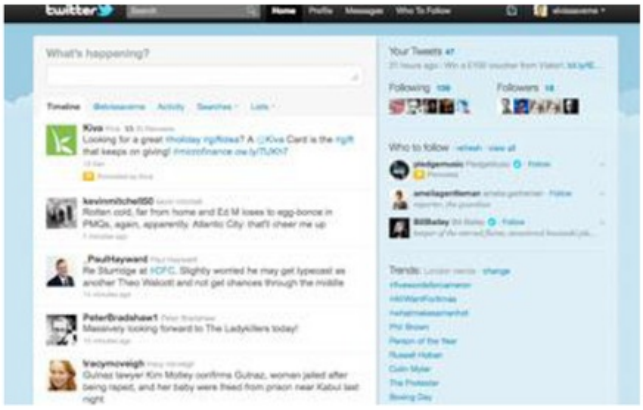


Figure 3: Twitter Homepage

Figure 4 is a screenshot of a user's profile [26]. It shows their recent tweets, profile photo, number of people they follow etc.



Figure 4: Twitter User Profile

Similar to Facebook [see Section 2.1.3.1], Twitter has become a popular place for businesses to advertise and market themselves [27].

As of October 2015, Twitter is the second most popular platform with an estimated 310 million monthly visitors [28]. Since it launched, over 300 billion tweets have been shared, with 0.01% of these tweets shared during the 2014 World Cup Final [29]. [For more statistics on Twitter see Appendix D]

Section 2.2: Social Media and Enterprises

The following section explores how social media has grown to become popular amongst businesses, along with a description of the platforms most used by today's enterprises.

Section 2.2.1: The Evolution of Social Media and Enterprises

Before the rise of social media, consumers were stuck with traditional channels such as radio and television. Romero, Amo and Constantinides described how these channels provided businesses with the opportunity to brainwash consumers into buying their products and services e.g. if a brand says their product is amazing, who else could the consumer believe? [30]

The introduction of social media provided customers with a sense of empowerment, a place to express their opinions for the whole world to view. This sort of customer empowerment has radically changed the method people make purchasing decisions, and gave a massive setback to the power and practice of traditional marketing. Enterprises became aware of the danger and began to associate social media as a fragment in their marketing strategies.

According to Score Media [31], the most popular social media sites used by today's businesses are shown in Figure 5:

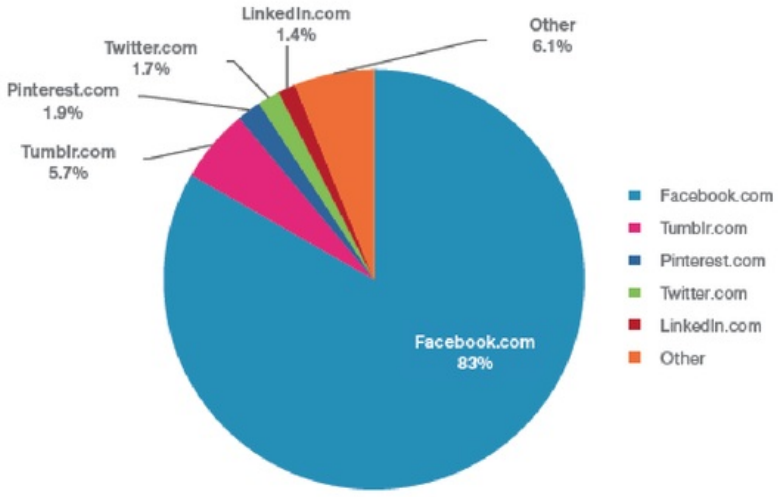


Figure 5: Score Media Graph

Figure 5 shows that Facebook is the most popular with 83%, followed by Tumblr with 5.7%, Pinterest with 1.9%, Twitter with 1.7%, Linked In with 1.4% and others with 6.1%.

In 2014, Go-Gulf posted statistics surrounding social media and businesses [32]. One of the most popular was 8 out of 10 enterprises used social media to drive growth, along with 3 in 5 declaring they've gained new customers through it.

Go-Gulf also stated the top five reasons why users followed brands on social media. These reasons were; for promotions and discounts, the latest product information, customer service, entertaining content and the ability to offer feedback.

Furthermore, Go-Gulf discovered that 83% of brands used social media to increase their brand exposure, whilst 69% used it to increase their web traffic, and 65% used it to gain market insight.

Section 2.3: The Positive Impacts of Social Media on Enterprises

The next section discovers the positive impacts social media has had on today's enterprises.

Section 2.3.1: Paid Advertising through Social Media

The rise of social media has provided businesses with the opportunity to create partnerships with social platforms to deliver paid advertising to the user based on their characteristics.

According to Kotler [33], paid advertising is "*...Any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor*".

Jason Kincy [34] explained that social media platforms use different paid advertising methods to target potential customers, expand their customer base and gain the competitive advantage. These methods include ad targeting, display ads, social ads, ads targeted to businesses and promoted ads.

Facebook [see Section 2.1.3.1 for more information on Facebook], allows businesses to advertise through designing their ads and choosing their target audience. The business then sets their budget (daily or lifetime), and controls how much they want to spend. Facebook allows businesses to choose between two different pricing systems; cost per mile and cost per click. Cost per mile is the cost the business pays per thousand impressions, cost per click is how much the business is willing to pay for a click on their ad [35].

Twitter [see Section 2.1.3.2 for more information on Twitter], also allows enterprises to advertise. The first advertising method is promoted tweets, which are tweets the business have already tweeted and wish to promote. Promoted tweets appear in timelines and search results, costing between 33p to £2.60 per engagement. The second method is promoted accounts, which is promoting the account to potential followers. The price per follower depends on the businesses targeting, but can expect £1.60 to 2.60 per new follower. The last method is promoted trends which allows businesses to receive guaranteed placement in the "Trends" section of the site for one day. This methods costs £130,000 per day [36].

Section 2.3.2: Social Media Marketing

Social media marketing refers to the process of gaining website traffic or attention through social media [37]. Businesses tend to focus their social media marketing efforts to construct content that attracts attention and inspires readers to share it across their personal social networks [38] [39].

Section 2.3.2.1: Social Media Marketing through Facebook

The following section investigates social media marketing through Facebook [see Section 2.1.3.1 for more information on Facebook], exploring Facebook's business page and manager tool.

Section 2.3.2.1.1: Facebook Business Page

Scott Ayres [40] described how a Facebook business page can supply businesses with a variety of benefits, including gathering more leads, increasing web traffic and the chance to spy on other competitors. Facebook also allows enterprises to host contests, sweepstakes and promotions to help increase their awareness [41] [42].

Figure 6 shows a screenshot of a business page from the user's perspective. It shows the businesses logo, location, statuses etc. [43]:



Figure 6: Facebook Business Page from a User's Perspective

Figure 7 a screenshot of a business page from the business's perspective. The screenshot shows additional features in comparison to the user's perspective [see Figure 6], featuring an additional two sections on the upper and right hand side of the page as shown in Figure 7 [44]:

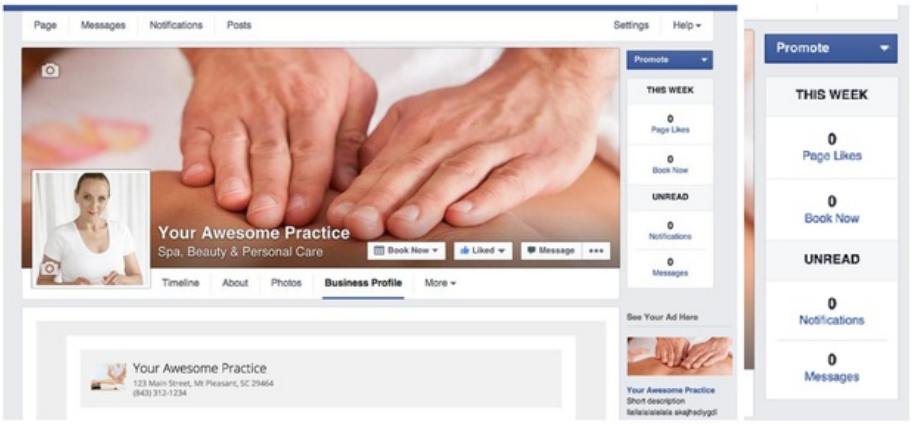


Figure 7: Facebook Business Page from a Businesses Perspective

The section on the upper part includes features such as page, messages, notifications and posts.

The page option allows the user to view their business page, whilst the messages option takes them to their messages as shown in Figure 8 [45].

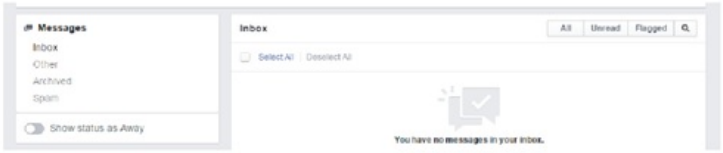


Figure 8: Facebook Inbox

The notifications feature takes the user to their notifications shown in Figure 9 [46]. The page allows them to view their notifications, recent activity and information requests.



Figure 9: Facebook Notifications

The posts feature takes the user to their posts shown in Figure 10 [47]. The page allows them to create posts, schedule posts and view how well they are doing.

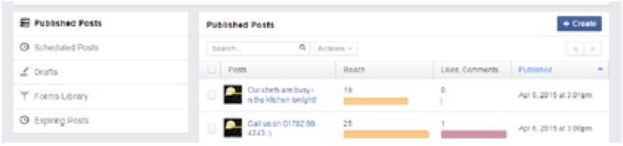


Figure 10: Facebook Posts

The promote button allows the user to promote the page shown in Figure 11 [48]. The promote section includes options such as promoting a website, local business and page, and an inviting friend's option.

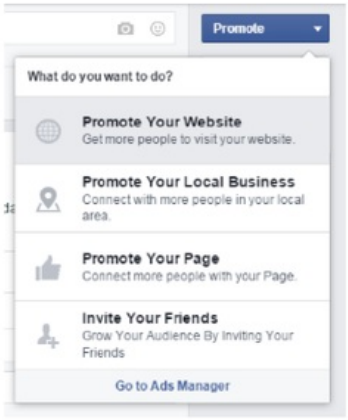


Figure 11: Facebook Promote Button

Along with the promote button, the section also includes an option to view the page's weekly likes, bookings and view any unread notifications and messages.

Section 2.3.2.1.2: Facebook Business Manager

Facebook Business Manager is a free tool that let's businesses manage their accounts, pages, advertisements, apps and permissions all in one place [49]. The tool allows businesses to control which users have access to certain pages, manage all their payment sources, and a summary of how well their accounts and pages are performing [50].

Figure 12 is a screen-shot of the "Pages" page, showing all the business's pages and how many people are assigned to a specific page [51].

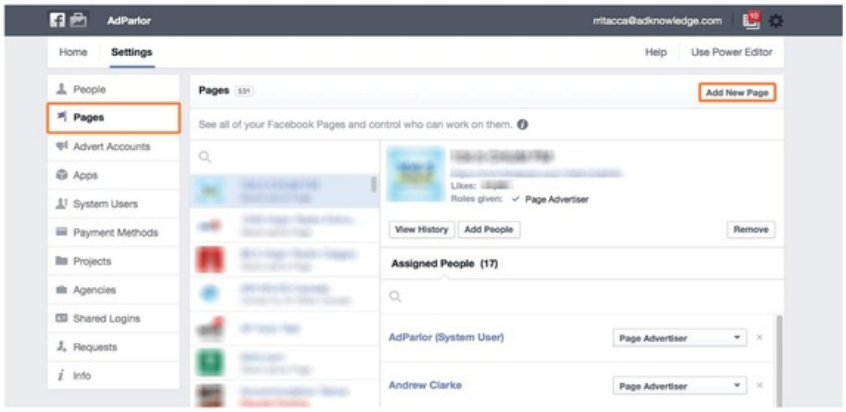


Figure 12: Facebook Business Manager 'Pages' Page

Figure 13 is a screenshot of an administrator overlooking a user's account, showing the user's role, history, assigned pages and ads [52].

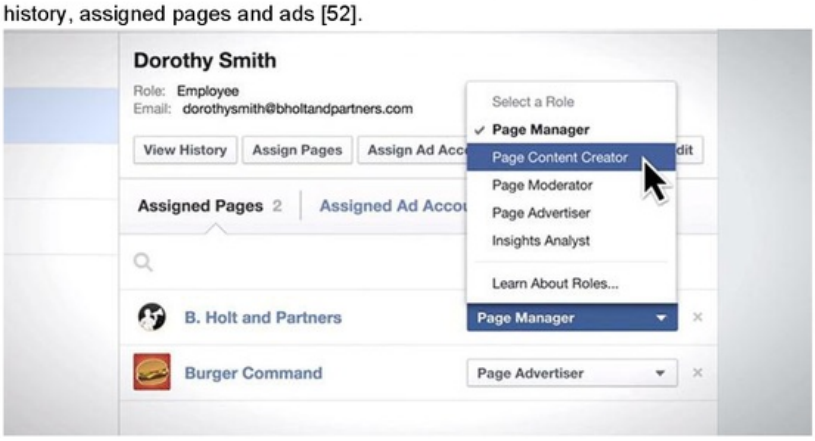


Figure 13: Facebook Business Manager Users Account

Section 2.3.2.2: Social Media Marketing through Twitter

The following section explores how Twitter [see Section 2.1.3.2 for more information on Twitter], can be used for marketing purposes.

Section 2.3.2.2.1: A Twitter Business Account

Twitter can be used by a business through a Twitter account, which provides useful features to support a company's marketing efforts. Twitter provides enterprises with the ability to follow whoever they choose, from customers and competitors, to business partners and suppliers. Not only does it allow businesses to tweet anything, it also allows them to tweet back customers [53].

Figure 14 is a screenshot of Volkswagen USA's Twitter from a user's perspective [54]. Unlike an everyday user's, it includes a pinned tweet which will stay at the top of the feed and a blue tick to show they are genuine.



Figure 14: Twitter Profile from Users Perspective

Figure 15 is a screenshot of what a business will see when viewing their Twitter account [55]:



Figure 15: Twitter from a Businesses Perspective

The screenshot provides analytics to show how well the account is doing. This includes analytics on their top tweet, top mention, new followers and a brief monthly summary, along with the option of being able to advertise on the platform.

Additionally, the screenshot also shows a 28 day summary of whether the account is growing stronger or weaker through providing statistics on the tweets, tweet impressions, profile visits, mentions and followers as shown in Figure 16 [56]:



Figure 16: Twitter 28 Day Summary

If the percentage is red, then a certain aspect e.g. the tweets, aren't doing well, as oppose to a green-coloured percentage which means a certain aspect is up, e.g. the mentions.

Section 2.3.3: Social Media Marketing Management Tools

To help control social media platforms, businesses can use a social media management tool. The following section looks at Hootsuite.

Section 2.3.3.1: Hootsuite

Hootsuite is the most popular social media management tool with over 10 million users as of 2015 [57]. The tool allows businesses to manage multiple social media accounts from one main dashboard.

For a cost, Hootsuite provides users with the ability to create lists, filter accounts, manage replies and engagements, schedule posts and read detailed analytic reports on their platforms activity [58] [59].

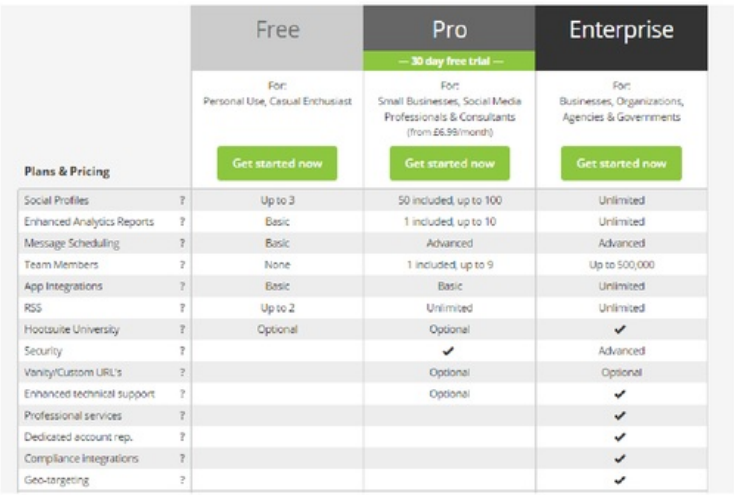
Figure 17 is a screenshot of a Hootsuite dashboard in action [60]. The dashboard focuses on Twitter [see Section 2.1.3.2 for information regarding Twitter], and shows the businesses tweets, mentions, replies and hashtags.



Figure 17: Hootsuite Dashboard

Hootsuite provides three different pricing options; a free option, a professional option costing £6.99 per month, and an enterprise option costing £9.99 per month for the third user, with each additional user costing an additional £14.99 per month [61].

Each option provides different features which can be seen in Figure 18 [62]. These features include security, message scheduling, social profiles, geo-targeting, RSS etc.



Plans & Pricing	Free	Pro — 30 day free trial —	Enterprise
	For: Personal Use, Casual Enthusiast	For: Small Businesses, Social Media Professionals & Consultants (from £6.99/month)	For: Businesses, Organizations, Agencies & Governments
	Get started now	Get started now	Get started now
Social Profiles ?	Up to 3	50 included, up to 100	Unlimited
Enhanced Analytics Reports ?	Basic	1 included, up to 10	Unlimited
Message Scheduling ?	Basic	Advanced	Advanced
Team Members ?	None	1 included, up to 9	Up to 500,000
App Integrations ?	Basic	Basic	Unlimited
RSS ?	Up to 2	Unlimited	Unlimited
Hootsuite University ?	Optional	Optional	✔
Security ?		✔	Advanced
Vanity/Custom URL's ?		Optional	Optional
Enhanced technical support ?		Optional	✔
Professional services ?			✔
Dedicated account rep. ?			✔
Compliance Integrations ?			✔
Geo-targeting ?			✔

Figure 18: Hootsuite Pricing Options

Section 2.3.4: Social Media Analytics

According to Zeng, Chen, Li and Lusch [63], social media analytics (also known as SMA), is the

"...Development and evaluation through informatics tools and frameworks to collect, monitor, analyse, summarize, and visualize social media data".

Social media analytics is achieved through using data from various platforms to create a real-time understanding of how users, trends, products and brands are mentioned.

SMA provides enterprises with an 'intimate' platform to connect with customers and shape their perceptions, whether this be through timely and targeted campaigns, or responsive customer service. It also allows businesses to track and understand customer views, and track popular topics, trends and key influences [64].

Various SMA methods include web analytics, text mining, marketing analytics, customer insights and customer engagement [65].

Although Facebook and Twitter provide their own analytics service [see Sections 2.1.3.1 & 2.1.3.2 for more information on Facebook and Twitter], there are other platforms available who integrate all of these platforms together.

Along with Hootsuite [see Section 2.3.3.1], Google Analytics is freemium analytics service that provides businesses with a range of features such as real-time reports, audience and mobile traffic data, traffic sources and in-page analytics [66].

Figure 19 is a screenshot of a Google Analytics dashboard [67].



Figure 19: Google Analytics Dashboard

The dashboard shows analytics on the site's usage, number of visitors, traffic sources and browsers.

Section 2.3.5: Customer Service

Social media has revolutionized the way businesses communicate with their customers. In the past, customers had to pick up the telephone and spend hours on hold, nowadays all it takes is a tweet [68].

According to JD Power and Associates [69], 67% of consumers have used a business's social media page with the purpose of requiring customer service. Furthermore, 40% of customers believe social media improves customer service and 65% think it's a better option than having to phone a call centre.

The main advantage of providing customer service through social media is that it provides immediacy. The minute a customer writes a complaint, admin will receive the notification and begin to take action. This advantage is particularly effective for customers dealing with an urgent problem e.g. flight delay.

For example, in 2014 whilst on a train journey, Angie Konrad tweeted the train's central heating was switched off. Within minutes, the operators read the tweet and alerted the driver to switch it on [70]. This quick response helped to increase the brands loyalty.

Social media has also allowed businesses to deal with multiple customers at once. Instead of having to deal with one customer at a time through phone, customer service reps nowadays can handle multiple customers at once by posting the solution on social media [71].

For example, if hundreds of people living in the same area were to tweet Vodafone complaining of their signal, Vodafone would simply tweet one statement to as why the signal is down, in oppose to having to deal with multiple repetitive calls.

Although social media has changed the face of customer service it's equally important to make sure that the service itself is remarkable, as bad customer service will leave customers even angrier than they were before.

For example, in 2012 an unhappy customer took to Facebook [see Section 2.1.3.1 for more information on Facebook], after receiving a bad Thanksgiving meal at Pigalle restaurant in Boston. Instead of an apology, the chef replied to the customer with the response shown in Figure 20 [72]:

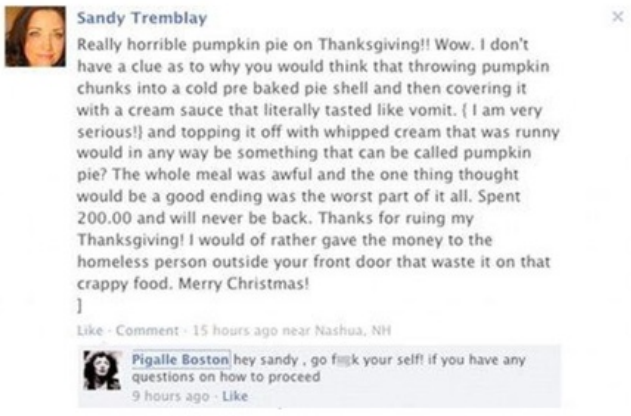


Figure 20: Pigalle Restaurant Facebook Comment

To make matters worse, the chef went on to post a status claiming people were "*uneducated, unintelligent, unpolished human beings*" [73].

It's also essential that businesses monitor their social media closely and begin to act quickly against consumer outrage to avoid further outrage and public humiliation.

For example, in 2010 an airline passenger took to Twitter [see Section 2.1.3.2 for more information regarding Twitter], after being kicked off of a plane because his body extended over more than one seat. The passenger was outraged and sent more than 200 angry tweets for not only the airline to see, but also his 1.6 million followers. South West Airlines eventually replied through messaging the passenger privately, but were eventually forced to go public and tweet its seating policies [74].

Section 2.3.6: Market Research

As more people turn to social media to protest, this revolution has transformed the approach to how businesses conduct their market research. Gone are the days where businesses had to stand in streets to nag people to complete their surveys, as all it takes today is a Facebook status [see Section 2.1.3.1 for more information on Facebook].

Market research can be conducted and measured through social media through a number of methods e.g. a tweet, status, survey, analytics [see Section 2.3.4 for more information regarding analytics].

Complaints are one of the most valuable and free forms of market research that cannot be ignored. Not only do they provide information on what is wrong with a product/service, it also provides the company with feedback, which then allows them to work on or change the product/service [75].

For example, in 2014 Olive Garden revamped their food menu and eliminated a minority of items. The elimination of the braised beef tortellini left hundreds of customers angry, where they turned to twitter to complain and demanded for the item to be returned to the food menu [see Section 2.1.3.2 for more information regarding Twitter]. Two months later and the item returned to the food menu [76].

Along with complaints, a simple tweet or status stating a question instantly provides businesses with access to positive or negative feedback on a certain topic e.g. What do you think of our new menu?.

For example, if an enterprise wanted to discover what consumers consider their favourite product is from the brand, they could simply tweet it. The enterprise will then instantaneously learn what their customers favourite products are through the form of likes, retweets, shares, comments etc. as shown in figure 21 [77]:



Figure 21: Benefit Cosmetics Tweet

Section 2.4: The Negative Impacts of Social Media on Enterprises

The following section investigates the negative impacts social media has had on today's enterprises.

Section 2.4.1: Social Media in the Workplace

Whilst social media tools are used, promoted and fortified in a business's business model, most businesses actually prohibit the use of social media in the workplace. This is no surprise as a survey in 2013 discovered that 90% of businesses banned the use of Facebook with concerns of decreased productivity [78].

Along with the fear of decreased productivity, businesses are also concerned about brand protection, which is the use of social media in the workplace that could damage the company's image. For example, in 2009 two Dominos employees posted a video of their kitchen activities to YouTube. A few days later more than a million viewers had watched the video. The pair ended up with a felony charge and Dominos were left facing a public relations crisis [79].

Nevertheless, many of today's employers have begun introducing social media policies as a part of their employee hand-books to help overcome this problem [80].

Section 2.4.2: Complaints, Negative Comments and Bad Reviews

One of the worst aspects of the internet is that nobody controls it, leaving millions of complaints and bad reviews across the web for people to view each day. The same goes for social media. In fact according to Pantano and Corvello [81], customers usually pay more attention to negative reviews as oppose to positive, as they consider negative ones more informative.

Businesses must understand that it only takes one person to write a negative comment, and if it isn't dealt with quickly, it's only a matter of minutes before it goes viral through the likes of retweets, shares etc.

Negative comments must not be deleted or ignored as this only makes the consumer angrier. An angry consumer means more negativity, along with more negative attention towards the company [82]. It's essential that a company's social media is monitored closely and that bad comments are dealt with quickly to avoid spreading bad publicity.

For example, in 2013 a British Airways passenger took his lost baggage complaint to Twitter [see Section 2.1.3.2 for more information regarding Twitter]. Instead of sending a simple tweet, the passenger bought promoted tweets to ensure the airline would see his message as shown in Figure 22 [83].



Figure 22: British Airways Tweet

The tweet was retweeted thousands of times, along with catching the attention of "The Guardian" newspaper [84].

Section 2.4.3: Be Careful What You Post

Staff monitoring a company's social media must ensure they are generating relevant content. For example, in 2012 McDonalds launched a Twitter Campaign surrounding the hashtag "McDStories". [See Section 2.1.3.2 for more information on Twitter]. The campaign was an attempt to give consumers and suppliers a venue to share positive stories about the farmers who generate the ingredients. The campaign backfired as consumers used the hashtag to share their negative experiences and stories about the company as shown in Figure 23 [85].



Figure 23: McDonalds Twitter Campaign Fail

Within 2 hours more than a thousand users had tweeted, leaving a virtual firestorm as traditional media caught on to the disaster and resulted in border propagation online [86].

Along with posting relevant content from their works social media, it's also pertinent that staff post appropriate content from their personal social media accounts, as it has provided employers with the ability to spy on staff.

For example, the Metropolitan police had a shock when they discovered that one of their officers had been posting "deeply offensive messages" about a fellow colleague, resulting in instant dismissal [87].

Section 2.4.4: The Cost of Implementation

Whilst the majority of social media sites are free, it takes knowledge, time, money and resources to implement and maintain these accounts.

In 2014, business reports showed that up to 64% of business owners spent at least 6 hours a week managing their social media [88].

Section 2.4.4.1: Knowledge

Whilst most large companies have the resources and expertise to employ social media advisors, small businesses may not be so tech savvy. The majority of start-up businesses have limited resources and have to complete the implementation process alone, resulting in nearly 50% of small businesses closing within the first five years due to inadequate marketing [89].

Section 2.4.4.2: Resources

The majority of enterprises have to source external resources to implement and maintain their social media e.g. tech savvy staff to create and control social media.

Section 2.4.4.3: Cost

The main costs of implementation is cost itself. For example, the cost of hiring new staff results in additional wages, whilst the cost of additional computers causes an increase in electrical bills. Furthermore, many companies choose to pay for help from paid advertising to help increase their social media awareness [see Section 2.3.1 for information on paid advertising], whilst others invest in time saving technologies to ensure instant customer service [see Section 2.3.5 for information on customer service].

Section 2.4.4.4: Time

Once a business has set up their social media, it cannot be left alone to survive for itself. It takes time to build a good reputation through methods such as creative content, interactive campaigns and customer interaction.

Time is also a critical element when dealing with complaints and queries, as 72% of users expect a response within an hour once a complaint or query is placed [90].

Along with dealing with complaints, it also takes time to employ the correct people for the job e.g. are they good at providing customer service? Do they have a good knowledge in using social media?

Section 2.4.5: Security

According to Wang, Jung, Lee, Yang and Okuhara [91], social media privacy and security risks can be categorized into three aspects; communication with customers and business partners, employees access towards social media, and the use of business smartphones to access social media.

Balzarotti [92] investigated several hacking social networks experiments to prove that they are unsafe. The investigation showed the way hackers use a fake account and utilize it for business purposes.

For example, in February 2015 News Week's Twitter account was hacked with multiple tweets that threatened President Obama and his family. The hackers claimed to publish confidential government documents, along with changing the account's digital branding to include the words "Cyber Caliphate" and "Je Suis Is" [93].

Along with fake accounts, they are also injecting malicious code into social media platforms. The most vulnerable platform is Twitter, as hackers can trick users into visiting malicious sites that extract personal and corporate information if accessed through a works computer [94].

Another security issue is data leakage which refers to data that is no longer under the control of an organization [95]. For example, an un-trained social media advisor of a magazine begins tweeting confidential details of who is on the front cover of their Christmas issue.

Section 2.5: How to Launch a New Business on Social Media

Before a new business can launch itself onto social media, they must first create a marketing strategy. The following section looks at the steps that need to be taken to create a successful social media marketing strategy.

Section 2.5.1: Social Media Marketing Strategy

Social media marketing, also known as SMM as stated by Rouse [96], is a *"....form of Internet marketing that utilizes social networking websites as a marketing tool. The goal is to produce content that users will share with their social network to help a company increase brand exposure and broaden customer reach*".

According to Hubspot, in 2014 92% of marketers claimed that social media marketing was important for their business, with 80% indicating their efforts increased traffic to their websites. Yet according to the Social Media Examiner, out of the 97% of marketers that currently participate in social media marketing, 85% of these aren't sure which social media tools are actually best for their businesses needs and requirements [97].

These statistics prove a huge potential for social media marketing, but a lack of understanding on how to achieve the desired results. The following sections explores how these results can be achieved through taking specific steps when developing a social media marketing strategy.

Section 2.5.1.1: Identifying the Business's Objectives and Goals

The first step is establishing the business's objectives and goals. As described by LePage [98], these are realistic goals that you want your businesses social media to accomplish. Businesses should first look closely at their overall needs, and then decide how they want to use social media to contribute to reaching them.

Section 2.5.1.2: Selecting the Correct Platforms

Each platform appeals to certain target audiences, meaning businesses must first consider their own. For example, if a business specializes in services for the older generation, in 2015 Silver Surfers.com announced Facebook as the most popular social network for the over 50s, meaning Facebook should be their chosen platform [99].

Once the audience has been defined, its then time to move on to defining the resources [100]. Are there personnel within the business that already have the knowledge to manage a Twitter account? For example, if a business wanted to launch themselves onto Pinterest, then a professional photographer would be required.

The last factor to consider is the budget e.g. How much do they want to pay for advertising?

Once the business has defined its resources, budget and target audience, they should then be able to select the platform best suited to their needs.

Section 2.5.1.3: Digital Branding

The third step is digital branding, which includes developing items such as a logo, banner,

colour scheme and slogan for the business [101]. These can be created though a graphic designer or graphic design software such as Canva [102].

Section 2.5.1.4: Content Strategy

The fourth step is developing a content strategy. As stated by Halvorson [103], a content strategy is "*...planning for the creation, delivery and governance of useful, usable content*".

Before deciding on the content type, businesses must first choose what information they want to post. For example if a business wanted to increase sales through social media, then they could choose to promote daily offers through images or user generated content. If a business wanted to promote their business values, then a video or blog post could be used.

Once the business has decided what information they want to post, they must then decide how the information will be posted, who by and how often. As described by Briesies [104], there are various types of content that can be used to promote information such as videos, infographics, images, illustrations, reviews, how-to articles and user generated content.

According to Buzz Sumo [105], the most popular times to post on Facebook [see Section 2.1.3.1 for more information on Facebook], are shown in Figure 24:

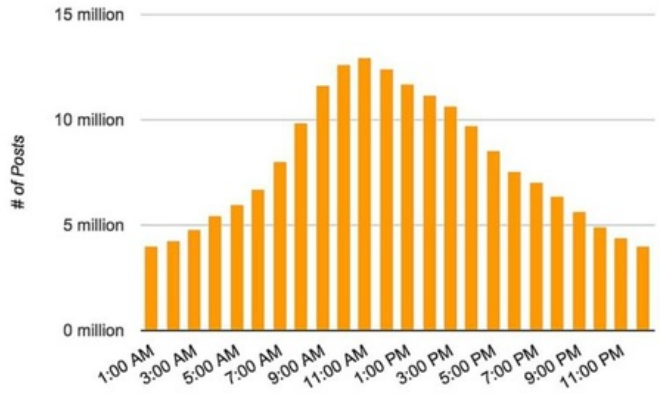


Figure 24: The Most Popular Times to Post on Facebook Graph

The graph shows that the most popular time to post on Facebook is between 11am and 1 pm. The most unpopluar times are during the early hours of the morning and the late hours of the night.

Along with the most popular times to post, Buzz Sumo also stated the most popular days to post on Facebook, shown in Figure 25 [106]:

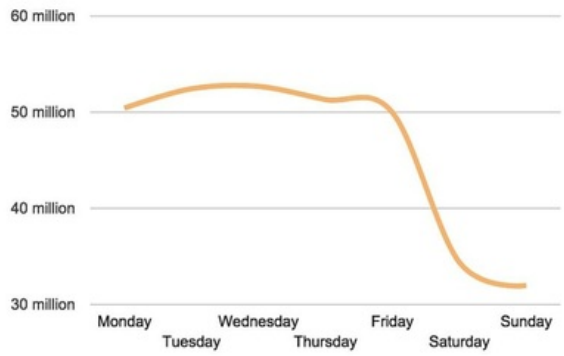


Figure 25: The Most Popular Days to Post on Facebook Graph

The graph displays the most popular days to post on Facebook are Tuesday's and Wednesday's, with Saturday and Sunday being the least popular.

Once content has been posted, a business can then go on to monitor it through a social media management platform such as Hootsuite [see Section 2.3.3.1 for more information on Hootsuite]. Businesses can monitor their brand mentions through the likes of hashtags, competitive listening or industry keywords, and engage with customers to build relationships.

Section 2.5.1.5: Monitoring, Maintaining and Improving

The last step is maintaining, monitoring and improving the social media account. For the account to be successful, businesses must continue to create daily informative content and keep interacting with customers. A social media account can't be created and then left to survive on its own.

Businesses should also monitor how well their account is doing through social media management tools and analytics. As described by Hines, platforms such as Google Analytics [see Section 2.4.3 for more information on Google Analytics], provide users with detailed information on social media platform factors such as visitors, content, goals and traffic sources [107].

Section 2.6: Conclusion

The first section of the literature review examined what social media is, describing definitions of the term and its evolution [see Section 2.1]. The section then explored today's most popular social media platforms in further detail; Facebook and Twitter [see Sections 2.1.3.1 & 2.1.3.2 for more information on Facebook & Twitter] [108].

The second examined social media's relationship with enterprises [see Section 2.2]. The section discovered how social media played such an important part to businesses, as it provided customers with a place to express their opinions online for the whole world to view [109]. The section also provided statistics on the most used social media platforms by businesses, with the top three being Facebook, Tumblr and Pinterest [110].

The third and fourth sections observed the negative and positive impacts of social media on today's business industry [see Section 2.3 & 2.4]. Whilst positive impacts included aspects such as paid advertising, free marketing, analytics, customer service and market research, negative impacts included implementation cost, security issues, social media in the workplace, being cautious when posting and complaints. After a thorough analysis of both, it was clear that the positives outweighed the negatives, as many of the negatives could be avoided through simple prevention methods.

The fifth section of the literature review explored how a business would launch themselves onto social media through a social media strategy [see Section 2.5]. The strategy was made up of five steps; identifying the business's goals, selecting the correct platform, digital branding, content strategy and monitoring, maintaining and improving the account.

Overall the literature review explored many aspects of social media, discovering what it is, how it began and the most used platforms. The review then explored its relationship with businesses, whilst exploring the positive and negative impacts it can have. After analysing both, it was clear that the positives outweighed the negatives, as the majority of the negatives could be avoided through simple prevention methods. The literature review also explored how a business could launch themselves onto social media through a social media marketing strategy. All in all, the literature review has determined that social media is an essential method that businesses must feature in their marketing strategy, as the benefits are endless.

Chapter 3: Research Methodology

This section looked at the research methodologies that will be used to collect the primary data in order to be analysed.

Section 3.1: Introduction

This section looked at the justification and adequate description of the application of an appropriate research methodology. This is structured through key elements such as research strategies and approaches, data collection methods, the sample selected for study and methods of data analysis.

The purpose of this section was to deliver the details of the procedures that will be undertaken to conduct valid and reliable research to accomplish the last four research objectives:

2. To create, develop and distribute a survey based on social media's impact on enterprises, with questions being determined from the literature review.

3. To analyse and evaluate the survey's results based on social media's impact on enterprises.

4. To evaluate a real-life case study through the creation of a social media account in conjunction with a participating business owner, to discover the real impact it has on a business.

5. To compare and analyse the results of the survey, case-study and literature review to achieve the project aim and gain a thorough conclusion of the proposed research.

Section 3.2: Research Philosophies

According to Armstrong [111], research is based on a philosophy of either positivism or phenomenology.

Positivism is based on the observation or experience of a real phenomena in an objective and real world, in which objective experiments are performed to observe these phenomena's e.g. structured questionnaire and interview surveys, experiments etc. [112]

Phenomenology is a social phenomenon that can only be understood subjectively through subjective data that is collected and examined to understand thoughts, feelings and ideas e.g. case studies, action research, focus groups etc. [113]

In order to conduct valid and reliable research to accomplish the last four research objectives, a combination of both positivism and phenomenology will be used. Positivism will be used to complete the second, third and fifth objective through a survey, whilst phenomenological will be used to complete the fourth and fifth objectives through a case study.

Section 3.3: Research Approaches

There are two main types of research approaches; Inductive which is linked to phenomenology and deductive which is linked to positivism.

A deductive approach is aimed at testing a specific theory, whilst an inductive is concerned with the generation of a new theory emerging from the data [114].

In order to conduct valid and reliable research to accomplish the last four research objectives, the inductive approach will be used as this involves collecting data, analysing it and then developing a theory.

Section 3.4: Proposed Research Strategies

This section outlines the proposed research strategies that will be used to complete the last four objectives of the research.

A possible list of these research approach strategies includes an experiment, case-study, document review, survey and software development [115].

In order to conduct valid and reliable research to accomplish the last four research objectives, the research strategies that will be used are a case-study and survey. The case study will be developed to complete the fourth and fifth objectives of the proposed research, whilst the survey will be used to complete the second, third and fifth.

The survey will be conducted via questionnaires, as this'll allow for the creation of a suitable set of questions to be asked to obtain information from the participants.

Section 3.5: Methodological Choices

There are three types of methodological choices that can be used to complete the last four objectives of the research; mono, mixed and multi [116].

For example, an initial method will be used to gather primary data, followed by a different method to collect information to gain specific answers. During the data collection process, in order to understand social media's impact on enterprises, both questionnaires and interviews will be conducted over the internet, with both quantitative and qualitative data being collected depending on the type of question. This style therefore indicates a mixed method will be used.

Section 3.6: Time Horizons

As the majority of academic courses are time-constrained, the most appropriate time horizon to choose to conduct the proposed research and achieve the last four objectives, would be cross-sectional.

Cross-sectional studies are those conducted at a certain point in time, whereas longitudinal studies follow participants over an extended period in time [117].

Section 3.7: Data Collection Methods

Data collection is the procedure of collecting and evaluating information in an organised manner that enables one to answer research questions, test hypotheses, and evaluate outcomes [118]. The following section explores the methods that will be used to discover the information required to answer the proposed research question. These include a questionnaire [see Section 3.7.1] and case study [see Section 3.7.2].

Section 3.7.1: Questionnaire

A questionnaire is a research instrument incorporating a list of questions for the purpose of collecting information from respondents [119]. According to Stillwagon [120], the ideal number of questions within a questionnaire is 10.

Section 3.7.1.1: The Methodology Chosen and its Advantages

A questionnaire will gather primary information straight from business owners to discover the true impacts social media has on their business [121]. The questionnaire will also help to complete the second and third objectives of the proposed research.

Section 3.7.1.2: Disadvantages of the Methodology & How They Will be overcome

The first disadvantage is the finding of business owners to complete the questionnaires. This can be overcome through ensuring plenty of owners have been contacted [122]. Another disadvantage is the majority of people cannot be bothered to send a questionnaire back, so sometimes response rates can be low. This can be overcome by ensuring the correct people are asked [123].

Section 3.7.1.3: Objectives of the Methodology

1. To create a prototype questionnaire surrounding the topic of social media and its impact on enterprises.
2. To test the prototype questionnaire through participating business owners.
3. To re-create the questionnaire using the feedback gained from the prototype.
4. To distribute the questionnaire amongst business owners for them to complete the questionnaire.
5. To collect the questionnaire's results.
6. To evaluate and compare the results to discover how social media has impacted enterprises.

Section 3.7.1.4: Reliability of the Methodology

The questionnaire is reliable, as if a different researcher were to ask the same questions to the same business owners, then a similar response would be given. The only time the questionnaire may become unreliable is if the same questions were asked in a future period of time, as new social media platforms may be created by then.

Section 3.7.1.5: Validity of the Methodology

The methodology is valid as those who are being asked to complete the survey, business owners, understand more about how social media effects a business as oppose to those who don't run a business.

Section 3.7.1.6: Generalizability of the Methodology

The methodology's results generalizability may only be applied to micro and small enterprises, as the majority of the questionnaire's responses will be from these types of businesses [see Section 5.6.1.9 for the methodology's target audience].

Section 3.7.1.7: Determining the Questions

The questions will be determined through secondary information from the literature review [see Section 4 for literature review].

Section 3.7.1.8: Creating the Questionnaire

The questionnaire will be created through Survey Monkey, an online platform that provides users with the tools and techniques for creating surveys that achieve the best quality results [124].

Section 3.7.1.9: The Target Audience

The target audience for the questionnaire will be business owners as these are the people who will be most appropriate to answer. All types of industries will be targeted due to the time constraint, although small local businesses are more likely to complete the questionnaire as oppose to large businesses due to other responsibilities.

According to Fryryear [125], it's preferable to get a high response rate such as 80% or higher, from a small and random sample e.g. local micro/small business, rather than a low response rate from a larger pool of potential respondent's e.g. well-known medium/large enterprises.

Section 3.7.1.10: Distributing the Questionnaire

The questionnaire will be distributed through various methods to reach a substantial amount of participants to gain a thorough and adequate analysis:

- Facebook and Twitter will be used to advertise the questionnaire to friends, family and co-workers.
- Businesses will be contacted via email with a polite request to complete the questionnaire. There will be a link to the questionnaire within the email.

Section 3.7.1.11: Questionnaire Justification and Design

The questionnaire design considerations have been summarised below, clarifying the reasons and premises for asking each question.

1. **What is the name of your business? (If you wish to remain anonymous, then you are welcome to enter Anonymous in the text box below)**
   This is a common opening question. In this context it'll be used to identify the business answering the questionnaire.

2. **What size is your business?**
   This question establishes the size of the business. The bigger the business the more social media the business has? Respondents may only choose one answer.

3. **What industry does your business operate in?**
   This question determines the industry sector the business works in. Do specific industries use social media more than others? Respondents may only choose one answer.

4. **Does your business use social media?**
   This is the most important question within the questionnaire as it establishes whether the business uses social media or not. This will be the basis to the majority of the questions as it relates to the primary aim of the research. If the business does not use social media, the question skips to the end of the survey. If the business answers yes or prefer not to say, the question skips to question 5 and goes on to ask further questions. Respondents may only choose one answer and must answer.

5. **Why does your business use social media?**
   This question tries to determine the main reasons why the business uses social media; to advertise? To post information? Etc. Respondents may choose more than one answer.

6. **Which social media platforms does your business use?**
   The response to this question aims to establish the most popular social media platforms currently used by businesses; Twitter, Facebook etc. Respondents may choose more than one answer.

7. **Which social media platform does your business the most?**
   This question aims to identify the most popular social media platform currently used by businesses. Do more than ¾ of the businesses that answered the questionnaire see Facebook as their most used social media platform? Respondents may only choose one answer.

8. **What impact has this social media platform had on your business?**
   This is an open-question which asks respondents how their most used social media

platform has impacted their business. Has using Facebook gained them more customers through the likes of shares and free marketing?

9. **Has social media ever impacted on your business in a negative way?**
   This question aims to discover real examples of how social media has impacted a business in a negative way. This is an open-question and must be answered.

10. **Does your business use paid advertising on social media?**
    This question will determine whether the business uses paid advertising [see Section 2.3.1 for information on paid advertising]. If the respondent answers no, then the question skips to question 13. If the respondent answers yes or prefer not to say, then the question goes onto question 12. Furthermore, if the respondent answers yes they must also state on which social media platform they use it. This question must be answered.

11. **What impact has social media paid advertising had on your business?**
    This is an open-question which asks respondents for an explanation of how paid advertising has impacted their business.

12. **Does your business use a social media management tool? E.g. Hootsuite, Buffer etc.**
    This question aims to establish if the business uses a social media management tool [see Section 2.3.3 for information regarding social media management tools]. If the respondent answers no, then the question skips to question 16. If the respondent answers yes or prefer not to say, then the question goes onto question 14. This question must be answered.

13. **Which social media management tool does your business use?**
    The response to this question aims to establish the most popular social media management tool used amongst today's businesses. Respondents may only choose one answer.

14. **What social media management features does your business use?**
    This is a multiple-choice question which tries to identify the main reasons why a business uses a social media management tool e.g. to multiple post, track brand mentions etc.

15. **Does your business use social media analytics?**
    This question identifies whether the business uses social media analytics [see Section 2.3.4 for information on Social Media Analytics]. If the respondent answers no, then the question skips to question 19. If the respondent answers yes or prefer not to say, then the question goes onto question 17. This question must be answered.

16. **What social media analytics does your business use?**
    This question tries to determine the most popular social media analytics tool e.g. Google Analytics, Facebook Analytics etc. Respondents may only choose one answer.

17. **What impact has this social media analytics tool had on your business?**

    This is an open-question which asks respondents for a real explanation of how social media analytics has impacted their business.

18. **Overall, how do you feel social media has impacted your business?**

    This is the final question that must be answered to finish the questionnaire. This is an open-question which aims to establish an overall conclusion of how social media has impacted the business.

Section 3.7.1.12: Pilot Questionnaire

Prior to distributing the final version of the questionnaire, a pilot questionnaire was conducted amongst a sample of business owners.

According to Sincero [126], a pilot questionnaire is a "*strategy used to test the questionnaire using a smaller sample in comparison to planned sample size*".

The pilot helps to improve the validity of the questionnaire through allowing for feedback to be gained from the respondents within the sample e.g. the questionnaire took too long to answer [127].

The pilot questionnaire was distributed amongst 3 individuals; a university lecturer who runs a business, a hairdresser and a business owner of a plumbing company.

The lecturer suggested two changes; re-wording a part of the introduction, and changing question 14 to multiple checkboxes. Bar from the minor changes, he was satisfied with its quality.

Once these minor changes were made, the pilot was then forwarded to the hairdresser and the business owner of the plumbing company. Both were happy with the questionnaire and had no further comments.

The final version of the questionnaire can be found within Appendix E.

Section 3.7.2: Case Study

According to Shuttleworth [128], a case study is *"...an in-depth study of a particular situation... a method used to narrow down a very broad field of research into one easily researchable topic*".

Kardos and Smith stated that for a case-study to be successful [129], it must have the following:

1. Taken from real life, but true identities must be concealed.
2. Consists of many parts and each part usually ends with problems and points for discussion.
3. Includes sufficient information for the reader to treat problems and issues.
4. Believable for the reader, containing the setting, sequence of events, problems and conflicts.

Section 3.7.2.1: The Methodology Chosen and its Advantages

This methodology has been chosen to evaluate a real-life case study through the creation of a Facebook business page with a participating business owner, to discover the impact it has on the business [see Section 2.3.2.1.1 for information regarding a Facebook Business Page]. The case study will help to gain an understanding of how much effort it takes to create and maintain a business page before it begins creating an impact on the business. The methodology will also help to complete the fourth and fifth objectives of the proposed research.

Section 3.7.2.2: Disadvantages of the Methodology & How They Will be overcome

The biggest disadvantage of this methodology is the time-constraint due to the length of the academic course [130]. There will only be a short amount of time available to set up the page, along with a restricted amount of time to evaluate its impact [131] This can be overcome by creating the page in prompt time to ensure there's enough time to monitor the impacts of the page.

Section 3.7.2.3: Objectives of the Methodology

1. To conduct an interview with the business owner to discover the information required for the page.
2. To create a social media marketing strategy based through the information supplied from the interview.
3. To create the Facebook business page with the information gathered within the social media marketing strategy.
4. To monitor the page over a period of time to discover its impact on the business.

Section 3.7.2.4: The Participating Business Owner

The page will be set up for Georgia Gregory, a sole trading business owner who runs a mobile hair-dressing service known as GG Hair. Ms Gregory currently uses Facebook for personal reasons and does not use the platform, nor any others, to promote her business.

Section 3.7.2.5: Reliability of the Methodology

The case study is reliable, as if a different researcher were to be given the same business and same information, then a similar page would be set up. Although the digital branding may be different, the information would be the same. The only time it may become unreliable is if the page was to be set up in a future period of time, as new features may become available that currently don't exist.

Section 3.7.2.6: Validity of the Methodology

The methodology is valid as Ms Gregory currently has no social media presence to promote her business. If she already did, then the methodology's results wouldn't be valid.

Section 3.7.2.7: Generalizability of the Methodology

The methodology's results generalizability may only be applied to sole trader business owners working within the hairdressing industry with no social media presence.

Section 3.7.2.8: First Interview with Ms Gregory

To complete the first and second objectives of the case study methodology [see section 3.7.2.3 for objectives], an interview was conducted with Ms Gregory. Its purpose was to discover the information required to create the social media marketing strategy for the business's Facebook page.

The whole interview can be viewed in Appendix F.

The first matter discussed were the reasons why she wanted a social media presence. She stated she wanted to be able to keep up with competitors, and wanted to communicate with customers more.

We then discussed why Ms Gregory wanted to use Facebook [see Section 2.1.3.1 for information on Facebook]. Aside from being free, Georgia explained that she'd been using Facebook for her own personal use for years, and felt like it wouldn't take her long to learn how to manage the business page. She didn't know how to use any other platforms, and didn't want to waste any time in learning how to. She also felt this would be the best place for her target audience, as the majority of them use the site.

The third matter discussed were her resources and budget. She didn't want to spend any money on the page and had all of the resources required.

The fourth topic examined was digital marketing. She didn't have a logo or banner, and it was confirmed that I would be creating these for her. She didn't mind what they looked like, as long as they looked professional.

The fifth subject spoken about was the content strategy. She stated she would be posting text content on a daily basis to keep up her customers up to date.

We then spoke about monitoring the page through Facebook Analytics.

The interview then ended after Ms Gregory had clarified specific information that she wanted featured on the page e.g. telephone number.

Section 3.7.2.9: Social Media Marketing Strategy

The following section is a social media marketing strategy devised for Ms Gregory. [For further information on how to create a social media marketing strategy, see Section 2.5].

Section 3.7.2.9.1: Identifying the Business's Objectives and Goals

Ms Gregory's objectives and goals was to be able to keep up with her competitors. Although she didn't feel the need to advertise for any more customers, she felt the need to show her competitors that she is fierce competition.

Her second objective was to develop a stronger relationship with her new customers. As she has been cutting hair for over 30 years, she has developed deep connections with her loyal customers who have been with her from the start. But over the past year, she has gained many new customers and feels the need to develop a stronger relationship with them to gain their trust.

Section 3.7.2.9.2: Selecting the Correct Platforms

As Ms Gregory's target audience were of a variety of ages and genders, she felt that Facebook would be the perfect place to launch her page as it is the most commonly used social media platform in the world [for more information on Facebook see Section 2.1.3.1].

Along with her target audience, she also had the resources and knowledge to operate the account. She has been using the platform for years for personal use, and felt confident that it wouldn't take her long to learn how manage the business page.

Her budget is non-existent. She didn't want to spend any money on the social media account, making the Facebook business page ideal as it's free.

Section 3.7.2.9.3: Digital Branding

As Ms Gregory didn't have a logo for her business, a logo was created through Adobe Photoshop by Luke Edwards as shown in Figure 26. The logo was inspired by a very similar design found online:



Figure 26: Business Logo for Ms Gregory

Adobe Photoshop is a photo editing software which allows users to edit graphics. The software is used by designers, graphic artists and photographers and can be used to enhance and manipulate images to improve their overall appearance [132].

Along with a logo, a Facebook banner was created for Ms Gregory as she did not have one. The banner was created through Canva, shown in Figure 27:



Figure 27: Header Photo for Ms Gregory

Canva is an online graphic design platform which allows users to create engaging content. The platform is aimed at both beginners and professionals, and incorporates drag-and-drop, hundreds of free images and fonts and collaborative opportunities [133].

As seen from both logo and banner, a purple and black colour scheme was chosen.

Section 3.7.2.9.4: Content Strategy

Text content will be posted by Ms Gregory on a daily basis, to keep her customers up to date on the business.

She can monitor how well the content is doing through Facebook Insights.

Section 3.7.2.9.5: Monitoring, Maintaining and Improving

To ensure Ms Gregory's Facebook Business Page is doing well, the page must be monitored through a social media management tool/social media analytics tool. As she didn't want to spend any money on the page, Facebook Insights was chosen as the tool to help monitor her page's progress and content.

Section 3.8: Conclusion

The first section of the methodology provided an introduction towards the purpose and importance of the section [see Section 3.1].

The second two segments of the methodology section looked at the different research philosophies and approaches available to conduct valid and reliable research to accomplish the last four research objectives [see Sections 3.2 and 3.3]. A combination of phenomenological and positivism philosophies were chosen, along with an inductive approach.

The fourth part went on to look at research strategies, where a survey and case-study were chosen to complete the second, third, fourth and fifth objectives of the proposed research [see Section 3.4].

The fifth and sixth sections looked at the time horizons of the research strategies, along with methodological choices. The chosen time horizon was cross-sectional, followed by a mixed methodological research choice [see Sections 3.5 and 3.6].

The last sections went on to look at the chosen data collection methods in further detail [see Section 3.7]. The advantages and disadvantages of both survey and case-study were discovered, along with their objectives, target audience, and reliability, validity and generalizability.

The section then determined how the survey would be created and distributed, along with the questionnaire's justification and design, and a summary of the pilot questionnaire's success.

Moving on from the questionnaire, the section also looked at the social media marketing strategy for Mrs Gregory's Facebook business page, discovering her goals and content strategy along with the creation of a logo and banner [see Section 3.7.2.9].

Overall the research methodology section determined and defined the main research strategies to be used to complete the proposed research, a case-study and survey, explaining their advantages, disadvantages, objectives, target audience, reliability, validity and generalizability. The section also defined the social media marketing strategy for the case-study, along with the survey's design and justification.

Chapter 4: Analysis

The following section analysed the primary data gained from both survey and case study data collection methods.

Section 4.1: Introduction

According to Business Directory [134], data analysis is *"...the process of evaluating data using analytical and logical reasoning to examine each component of the data provided"*.

The following section introduces the findings of the primary research collected through the survey and case-study data collection methods. The results will help to complete the last three objectives of the proposed research:

3. To analyse and evaluate the survey's results based on social media's impact on enterprises.

4. To evaluate a real-life case study through the creation of a social media account in conjunction with a participating business owner, to discover the real impact it has on a business.

5. To compare and analyse the results of the survey, case-study and literature review to achieve the project aim and gain a thorough conclusion of the proposed research.

Section 4.2: Survey-Based Analysis

The following section includes an introduction to the survey, a questionnaire analysis and a conclusion.

Section 4.2.1: Introduction

The survey was created to complete the third and fifth objectives of the proposed research:

3. To analyse and evaluate the survey's results based on social media's impact on enterprises.

5. To compare and analyse the results of the survey, case-study and literature review to achieve the project aim and gain a thorough conclusion of the proposed research.

The purpose of the survey was to discover social media's impact on enterprises through a series of questions. The questions were based around topics such as the size of the business, social media platforms, paid advertising, social media management tools and analytics.

The survey was active for 32 days and contained 18 questions and had 41 respondents. The majority of respondents were reached through advertising the survey on Facebook through family, friends and co-workers, along with contacting local businesses through their Facebook business page [135].

Section 4.2.2: Questionnaire Analysis

The next section provides an analysis of each question's results. The section also determines if the results were expected and if they link back to the literature review, along with identifying any correlations between questions.

Section 4.2.2.1: What is the Name of Your Business? (If You Wish to Remain Anonymous, Then You Are Welcome to Enter Anonymous in the Text Box Below)

- **Graph**

  There is no graph to be shown as this was a single-text box answer question.

- **Summary**

  The results showed that 12 of the respondents remained anonymous, whilst the remaining 29 stated their name. Some of these businesses included John Lewis PLC, Blissful Bakes, Dr Organics, Krafty Chicks and Celtic Leisure.

  For a complete list of these respondents names, please see Appendix G.

- **Expectations & Links Back to the Literature Review**

  There were no expectations to this question nor any links to the literature review.

- **Correlations**

  The question had no correlations with any other questions.

Section 4.2.2.2: What Size is Your Business?

- **Graph**

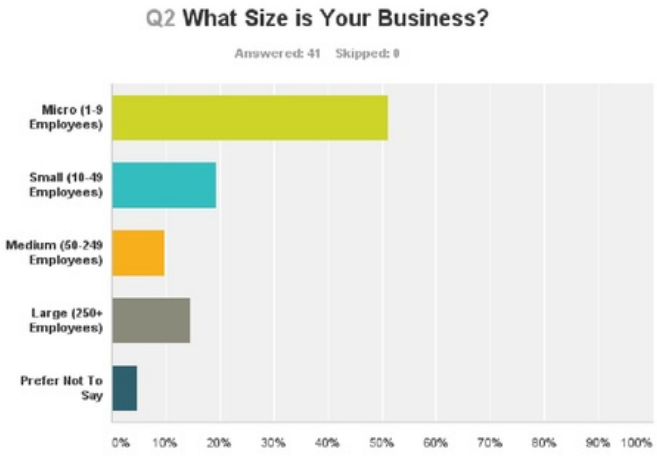


Figure 28: Business Size Graph

- **Summary**

  The results show that over half of the respondents, 51.22%, were of a micro-size. The second biggest were of a small size with 19.51%, followed by those of a large size with 14.63%, medium sized with 9.76% and 'prefer not to say' with 4.88%.

- **Expectations & Links Back to the Literature Review**

  It was expected that the majority of businesses would be micro size as many of the businesses contacted through Facebook were small and local. It was not expected that so many large businesses completed the survey, as it was assumed they would have other important duties to complete.

  There were no links to the literature review.

- **Correlations**

  The question had no correlations with any other questions.

Section 4.2.2.3: What Industry Does Your Business Operate In?

- **Graph**

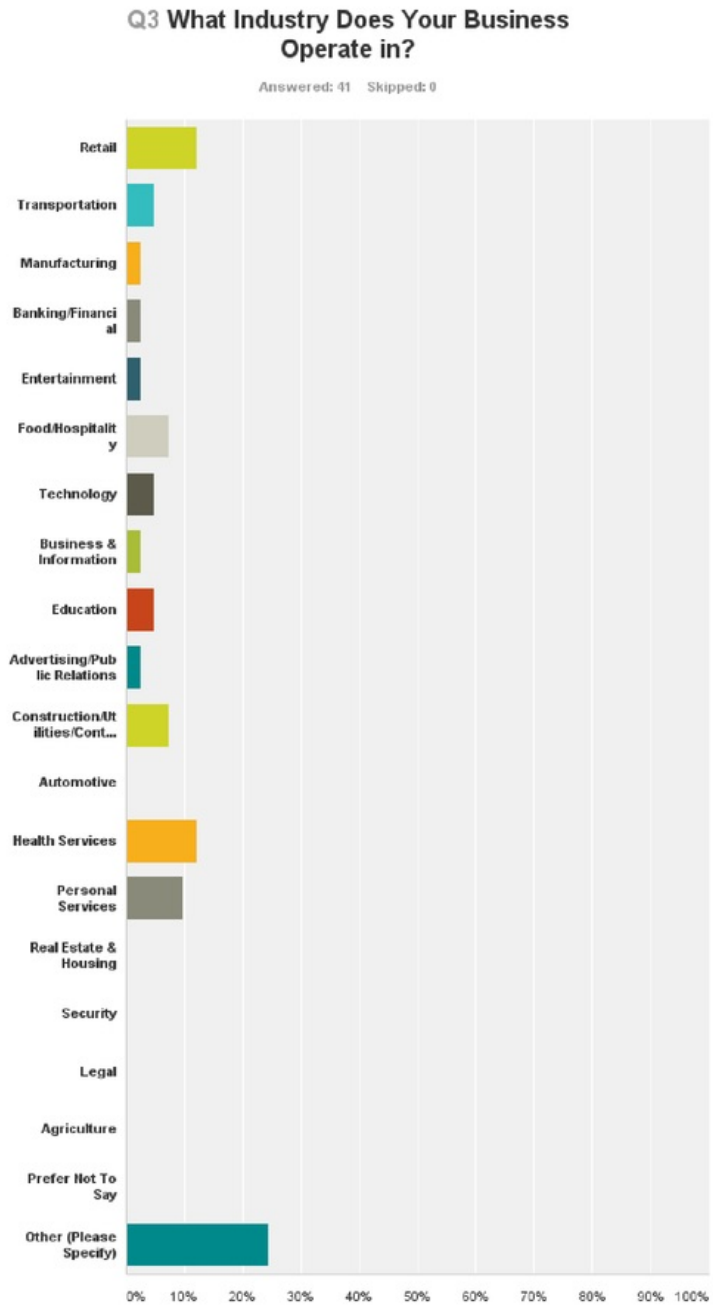


Figure 29: Business Industry Graph

- **Summary**

The results show that the two biggest industry types were retail and health services with 12.20%. The third biggest industry was personal services with 9.76%, followed by the food/hospitality and construction/utilities/contracting industries with 7.32%.

Other industries each with 4.88%, included the transportation, technology, and education industries. Those working in the manufacturing, banking/financial, entertainment, business & information and advertising/public relations industries had a 2.44% response rate.

The graph also showed that nobody working in the automotive, real estate, housing, security, legal or agricultural industries completed the survey.

Although retail and health services were the two biggest industry types, the most popular response to this question was that of 'other (please specify)' with 24.39%. Some of these other industries that had not been included as an answer choice included tourism and leisure, graphic design, advertising, leisure and fitness and pest control.

- **Expectations & Links Back to the Literature Review**

  It was expected that there would be a variety of industry types, as so many different businesses were contacted.

  The question has no links to the literature review.

- **Correlations**

  The question had no correlations with any other questions.

Section 4.2.2.4: Does Your Business Use Social Media?

- **Graph**

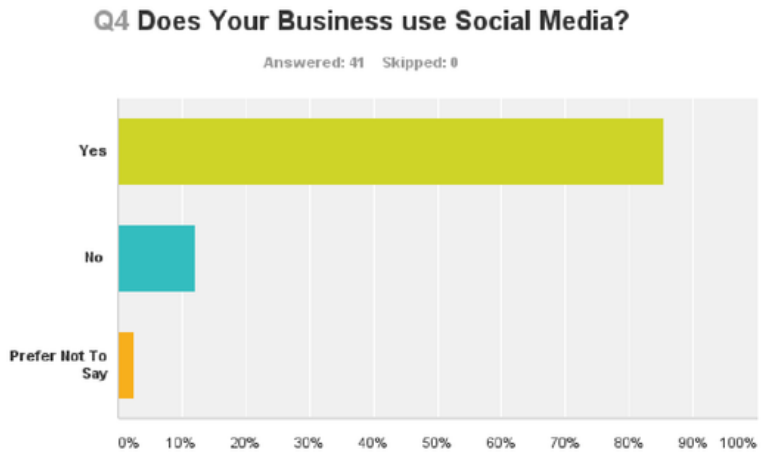


Figure 30: Social Media Graph

- **Summary**

  The results show that out of the 41 respondents, 35 of these used social media with 85.37%, whilst 12.20% stated they didn't and 2.44% preferring not to say.

- **Expectations & Links Back to the Literature Review**

  The high response to those using social media for their business was expected, as the literature review examined how important social media is to businesses, along with the endless benefits it provides [see Sections 2.2 and 2.3 for a description of its importance to businesses and the benefits it provides].

- **Correlations**

  The question had no correlations with any other questions.

Section 4.2.2.5: Why Does Your Business Use Social Media?

- **Graph**

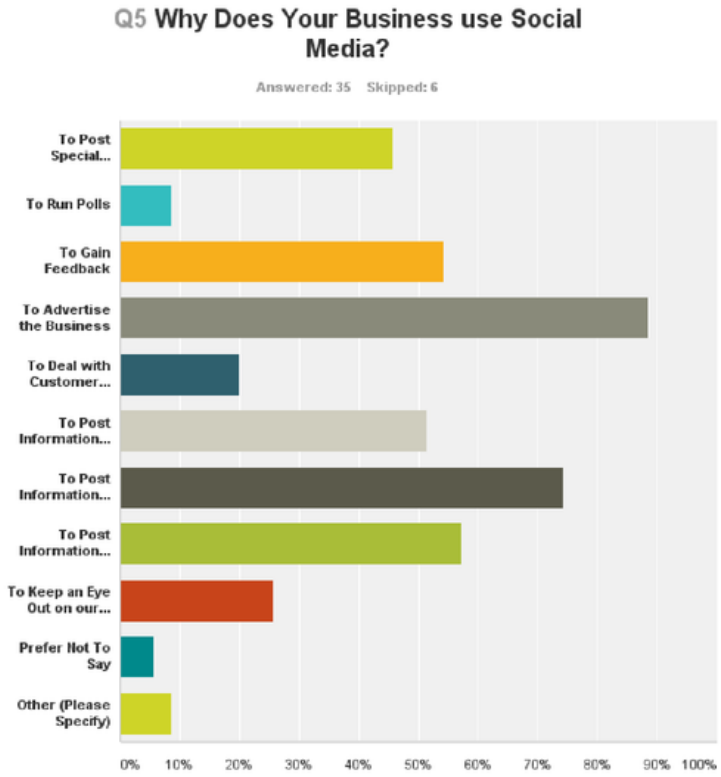


Figure 31: Use of Social Media Graph

- **Summary**

The graph shows that the most popular reason why businesses used social media was to advertise, with an 88.57% response rate and 31 respondents. The second most popular reason was to post information about their services with 74.29%, followed by posting information with 57.14%, gaining feedback with 54.29%, and post information about products with 51.43%.

The sixth most popular reason was to post special offers and competitions with 45.71%, followed by to keep an eye out on competitors with 25.71% and to deal with customer complaints with 20.00%,

The answer with the least amount of responses was 'prefer not to say' with 5.71%, followed by to run polls and 'other (please specify)' both with 8.57%. These 'other' responses to why

the business used social media included to keep on top of industry news, and "*...to inform the public on our activities in the community and to ask for their help*".

- **Expectations & Links Back to the Literature Review**
  The high response to those using social media for advertising purposes was expected as the literature review determined that 83% of brands used social media to increase their brand exposure, whilst 69% used it to increase their web traffic, and 65% used it to gain market insight [136].
- **Correlations**
  This question correlates to the question within the previous section [see Section 4.2.2.4], showing that out of the 35 respondents that answered yes to using social media for their business, 31 of these respondents used social media for advertising purposes.

Section 4.2.2.6: Which Social Media Platforms Does Your Business Use?

- **Graph**

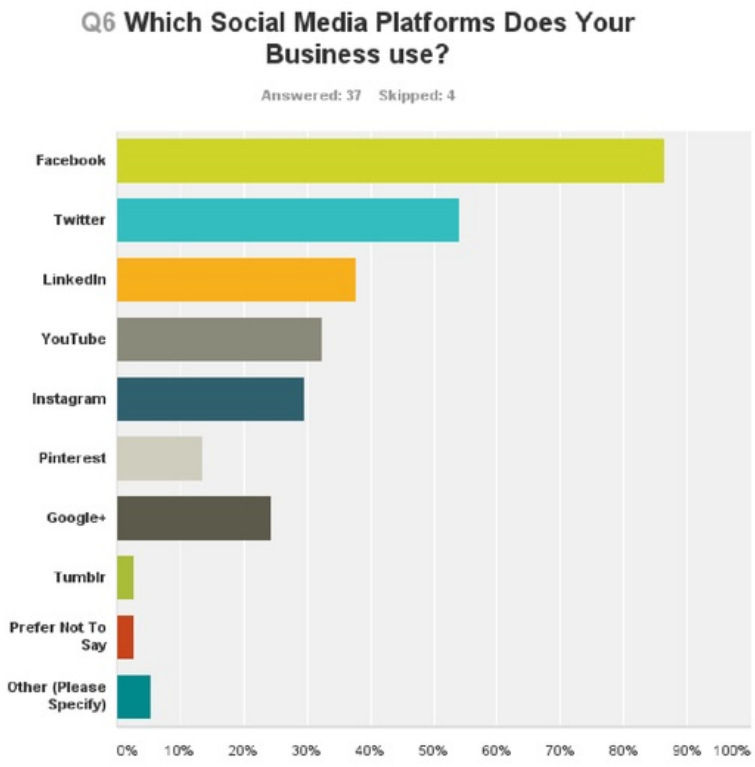


Figure 32: Social Media Platforms Graph

- **Summary**

The graph shows that the most popular social media platform was Facebook with an 86.49% response rate and 32 respondents. The second most popular was Twitter with 54.05%, followed by Linked In with 37.84%, YouTube with 32.43%, and Instagram with 29.73%.

The sixth most popular was Google+ with 24.32%, followed by Pinterest with 13.51%.

Although the last answer 'Other (Please Specify)' came in with a 5.41% response rate, the responses to this answer were invalid as no platforms were specified.

The most unpopular social media platform was Tumblr, followed by 'Prefer Not to Say' both with 2.70%.

- **Expectations & Links Back to the Literature Review**

It was expected that Facebook would be the most popular as this was discovered within the literature review [see Section 2.1.3.1 for information on Facebook]. Ebizma's statistics and Score Media's pie-chart showed that Facebook was the most popular social media platform used by businesses worldwide with an overall 83% [See Figure 5] [137].

It was also expected that Twitter would be the second most used platform used by businesses as according to Ebizma's statistics, Twitter is the second most popular platform in the world as discovered through the literature review [138] [see Section 2.1.3.2 for more information on Twitter].

It was not expected that Tumblr would be the most unpopular platform as according to the literature review, Tumblr is the second most popular platform used by businesses [See Figure 5] [139].

- **Correlations**

  This question correlates with questions 4 and 5 [see Sections 4.2.2.4 and 4.2.2.5], showing that out of the 35 respondents that used social media, 32 of these used Facebook. Furthermore, out of the 32 that used Facebook, 31 of these said the main reason they used social media was to advertise. This could present Facebook as the most popular social media networking platform for businesses in terms of advertising.

Section 4.2.2.7: Which Social Media Platform Does Your Business Use the Most?

- **Graph**

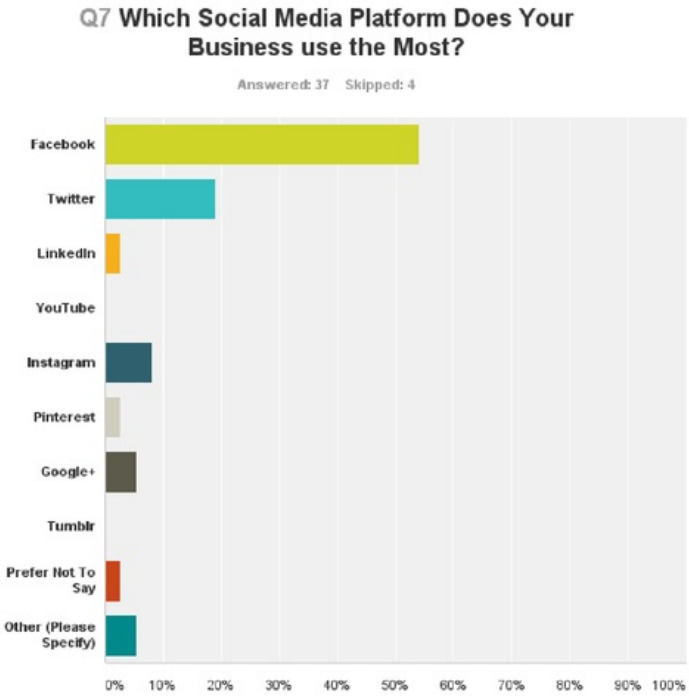


Figure 32: Most Used Social Media Platform Graph

- **Summary**

The results show that Facebook was the most popular social media platform with a 54.05% response rate and 20 respondents. The second most popular was Twitter with 18.92%, followed by Instagram with 8.11% and Google+ with 5.41%.

Although the last answer 'Other (Please Specify)' came in with 5.41%, the responses to this answer were invalid as no platforms were specified.

The most unpopular platforms were Tumblr and YouTube with 0.00%, followed by LinkedIn, Pinterest and 'Prefer Not to Say' all with 2.70%.

- **Expectations & Links Back to the Literature Review**

It was expected that Facebook would be the most used platform as this was discovered within the literature review. Ebizma's statistics and Score Media's pie-chart showed that Facebook was the most popular platform used by businesses worldwide with an overall 83% [See Figure 5] [see Section 2.1.3.1 for information on Facebook] [140].

It was also expected that Twitter would be the second most used popular platform used by businesses as according to Ebizma's statistics, Twitter is the second most popular social media platform worldwide as discovered through the literature review [see Section 2.1.3.2 for information on Twitter][141].

It was not expected that Tumblr would be the most unpopular platform as according to the literature review, Tumblr is the second most popular platform used by businesses [See Figure 5] [142].

- **Correlations**

  This question correlates with question 6, [see Section 4.2.2.6], showing that out of the 32 respondents that said they used Facebook, 20 of these used Facebook the most.

Section 4.2.2.8: What Impact has this Social Media Platform Had on Your Business?

- **Graph**

  There is no graph to be shown as this was a single-text box answer question.

- **Summary**

  The results showed that 32 of the respondents responded to the question, whilst the remaining 9 skipped.

  The majority of the responses were positive with respondents explaining how it helped them to gain feedback, increase exposure, strengthen their communication with customers and helped to increase sales and turnover. Some respondents also said how social media helped to expand their business, increase their customer base and helped them in advertising terms.

  One respondent claimed that Facebook was vital to their business as it allowed customers to book appointments through their messenger service, whilst another described how they used Facebook as a platform for directing customers directly to their website.

  The only negative response came from a respondent working for a global corporate business who were very client focused. Due to their good reputation they had built over the years, the respondent felt social media had little impact on the business.

  For a complete list of these respondents answers, please see Appendix H.

- **Expectations & Links Back to the Literature Review**

  The responses to this question were expected as the literature review provided an in-depth analysis of all the positive impacts social media platforms helped to provide businesses with, such as advertising, marketing, customer service, market research etc. [see Section 2.3 for more positive impacts]

  The one negative response in comparison to the other 31 positive responses proves that the positive impacts of social media outweigh the negative impacts.

- **Correlations**

  The question had no correlations with any other questions.

Section 4.2.2.9: Has Social Media Ever Impacted on Your Business in a Negative Way?

- **Graph**

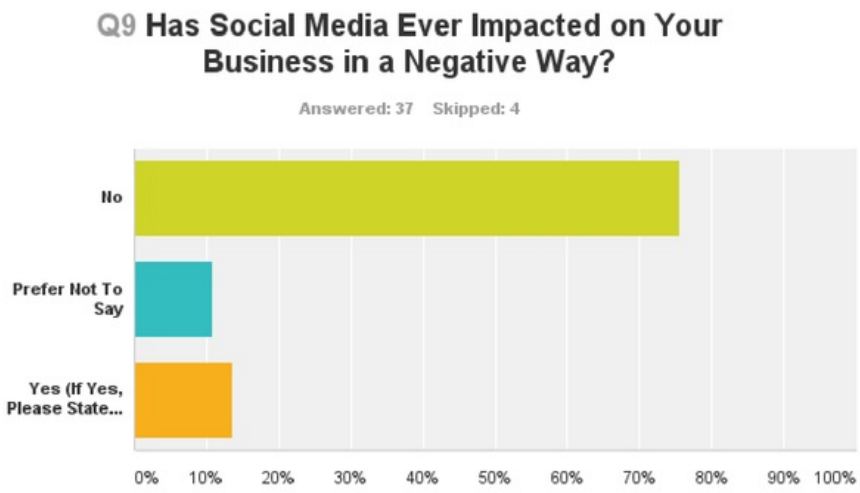


Figure 35: Negative Impact Graph

- **Summary**

The results show that out of the 37 respondents, 28 of these had never been impacted by social media in a negative way resulting in a 75.68% response rate. 13.51% claimed social media had impacted them in a negative way, whilst the remaining 10.81% preferred not to say.

For those respondents who claimed social media had impacted them in a negative way, it was asked if the respondents could specify how. The main response to this was customers and competitors leaving negative reviews, where one respondent event stated it nearly ruined their business.

For a complete list of these respondents answers, please see Appendix I.

- **Expectations & Links Back to the Literature Review**

The high response in terms of 'no it hasn't impacted our business in a negative way' was not expected, as a higher response was expected in terms of 'yes it has impacted our business in a negative way' after conducting the literature review. The review discovered that there were so many negative impacts social media platforms could have on a business such as the cost of implementation, complaints, negative comments etc. therefore expecting the response to be lower [see Section 2.4 for more information regarding the negative impacts].

The respondent's response to negative reviews were expected as this aspect had already been explored through the literature review, where it was explained how easy it was for a negative review or bad comment to be left in a matter of minutes.

- **Correlations**

  This question correlates with question 4 [see Section 4.2.2.4], showing out of the 35 respondents that used social media, only 5 of these had been effected by it in a negative way. This shows that the positive impacts of social media outweigh the negatives.

Section 4.2.2.10: Does Your Business use Paid Advertising on Social Media?

- **Graph**

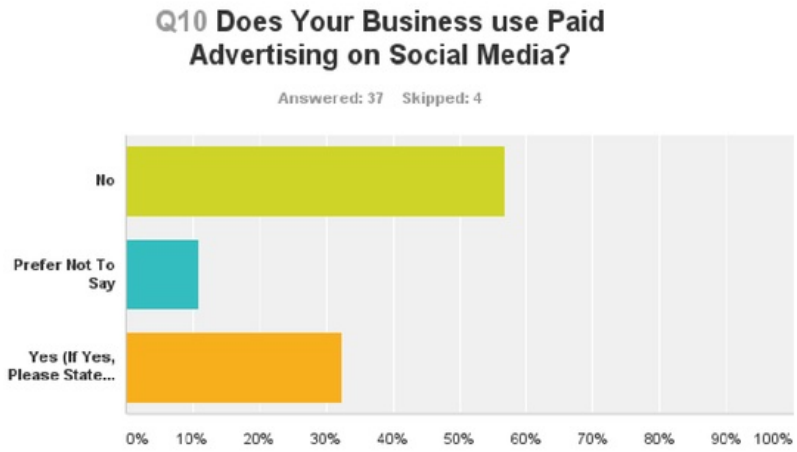


Figure 35: Paid Advertising Graph

- **Summary**

The results show that 21 respondents, 56.76%, do not use paid advertising, whilst the remaining 12 do, 32.43%, and the other 10.81% preferring not to say.

If the respondents did use paid advertising, it was then asked if they could specify on which platform. Each respondent replied with Facebook, with two also specifying Google Ads and another specifying Twitter.

- **Expectations & Links Back to the Literature Review**

The response to each business claiming they used paid advertising methods through Facebook was expected as this was discovered within the literature review. According to Score Media and Ebizma, not only is Facebook the most popular platform worldwide, it's also the most popular to be used by businesses worldwide [143] [144]. It's no wonder businesses choose to pay for advertising on Facebook as oppose to other platforms, if this is the most popular network amongst other businesses and users across the globe [see Section 2.1.3.1 for more information on Facebook].

- **Correlations**

This question correlates with question 7 [section 4.2.2.7], showing that out of the 20 respondents that used Facebook, 12 of these used Facebook's paid advertising services.

This shows that Facebook's paid advertising services is the most popular paid advertising method.

Section 4.2.2.11: What Impact has Social Media Paid Advertising had on Your Business?

- **Graph**

  There is no graph to be shown as this was a single-text box answer question.

- **Summary**

  Every response to this question was positive, with the majority of respondents claiming paid advertising had helped them to create greater exposure of their business, along with providing them with a competitive advantage. One respondent explained how paid advertising had helped them grow, whilst another described that whenever they use the service, they always get a big increase in regards to the likes of the page and response to posts.

  For a complete list of these respondents answers, please see Appendix J.

- **Expectations & Links Back to the Literature Review**

  These positive impacts in regards to paid advertising through Facebook were expected, as Kincy had described these impacts within the literature review. Kincy explained how paid advertising allows businesses to target potential customers, expand their customer base and gain the competitive advantage **[145]** [for more information on paid advertising, see Section 2.3.1].

  These results prove that paid advertising provides businesses with positivity.

- **Correlations**

  The question had no correlations with any other questions.

Section 4.2.2.12: Does Your Business Use a Social Media Management Tool? E.g. Hootsuite, Buffer etc.

- **Graph**

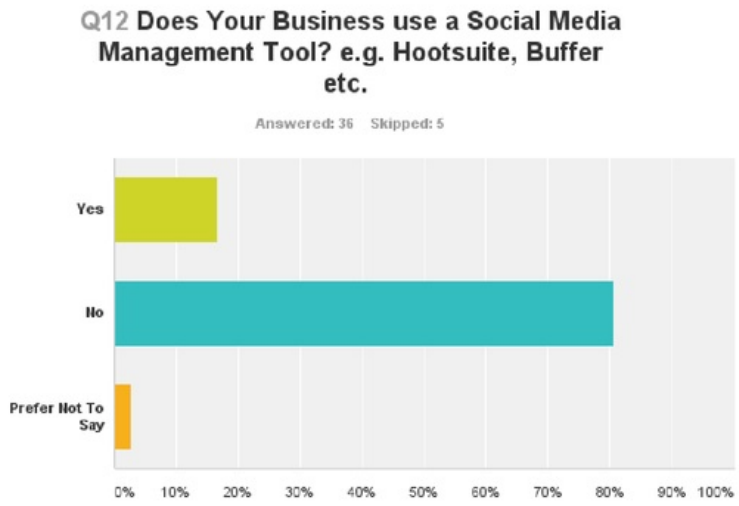


Figure 36: Social Media Management Tool Graph

- **Summary**

  The results show that 29 of the respondents, 80.56%, did not use a social media management tool, with only 6 respondents claiming they did. The remaining 2.78% preferred not to say.

- **Expectations & Links Back to the Literature Review**

  The high response to 'no my business doesn't use a social media management tool' was not expected, as the literature review defined the endless benefits social media management tools has for a business. Although costly, the tools allow businesses to manage multiple social media accounts from one main dashboard, providing them with the ability to filter accounts, manage replies, schedule posts and read detailed analytic reports on their platforms activity [146] [147] [see Section 2.3.3 for information on social media management tools].

- **Correlations**

  This question correlates to question 4 [section 4.2.2.4], showing that out of the 35 respondents that used social media, over half of these did not use a social media management tool.

Section 4.2.2.13: Which Social Media Management Tool Does Your Business Use?

- **Graph**

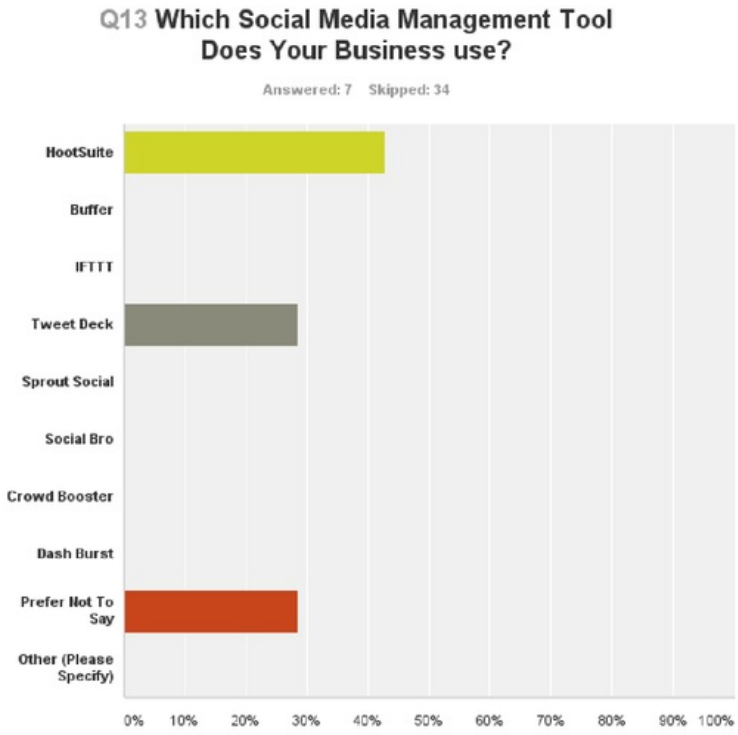


Figure 37: Most Used Social Media Management Tool Graph

- **Summary**

  The results show the most popular social media management tool was Hootsuite with 42.86%, followed by Tweet Deck and 'Prefer Not to Say' with 28.57%.

- **Expectations & Links Back to the Literature Review**

  It was expected that Hootsuite would be the most popular, as the literature review determined Hootsuite was the most popular management tool currently on the market with over 10 million users as of 2015 [148] [see Section 2.3.3.1 for information on Hootsuite].

  It was not expected that Tweet Deck would be so popular.

- **Correlations**

  This question correlates back to question 12 [see Section 4.2.2.12], showing that out of the 6 respondents that used a social media management tool, half of these used Hootsuite, deeming Hootsuite as the most popular.

Section 4.2.2.14: What Social Media Management Features Does Your Business Use?

- **Graph**

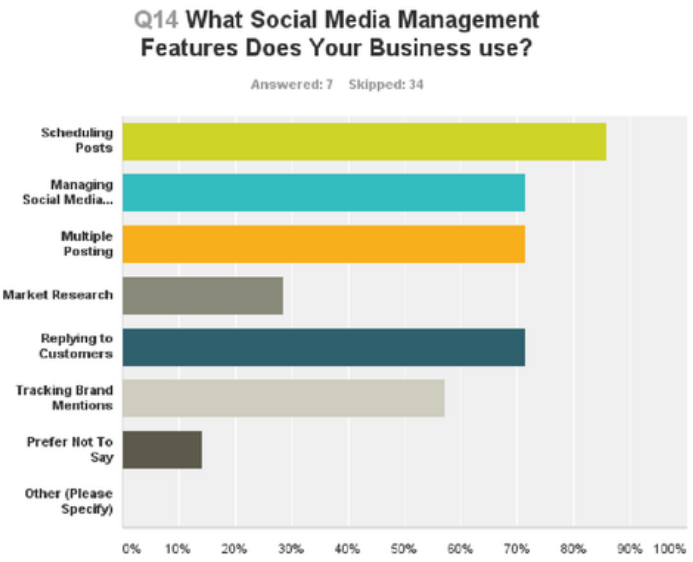


Figure 38: Social Media Management Features Graph

- **Summary**

The results show that the most popular feature was scheduling posts with an 85.71% response rate. The second three most used features were multiple posting, replying to customers and managing social media platforms all with 71.43%, followed by tracking brand mentions with 57.14% and market research with 28.57%. The remaining 14.29% answered with 'prefer not to say'.

- **Expectations & Links Back to the Literature Review**

These responses were expected as the literature review had defined the endless features social media management tools provide e.g. managing replies, scheduling posts, market research etc. [149] [150] Furthermore, as all of these respondents were paying for the social media management tool, it was expected that they would take full advantage of the tool and its features.

- **Correlations**

This question correlates with question 12 [see Section 6.2.2.12], showing that out of the 6 respondents that used a social media management tool, every single one of these used the scheduling posts feature.

Section 4.2.2.15: Does Your Business Use Social Media Analytics?

- **Graph**

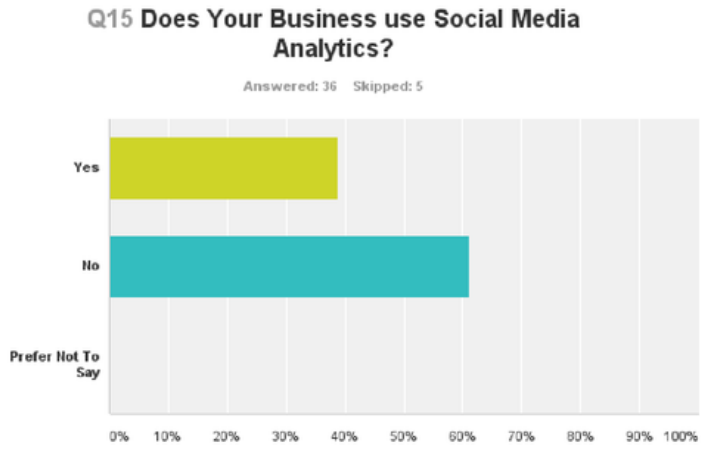


Figure 39: Social Media Analytics Graph

- **Summary**

  The results show that 14 respondents, 38.89%, used social media analytics, whilst 22 respondents, 61.11%, did not.

- **Expectations & Links Back to the Literature Review**

  The high response in terms of 'no my business doesn't use social media analytics' was not expected, as many of the social media analytics services found through the literature review such as Google Analytics, were frees. As social media analytics provides businesses with so many benefits such as real time reports and responsive customer service etc. a higher response rate was expected in regards to 'yes my business does use social media analytics' [151] [see Section 2.3.4 for information regarding analytics].

- **Correlations**

  This question correlates back to question 4 [section 4.2.2.4], showing that out of the 35 respondents that used social media, only 14 of these used social media analytics.

Section 4.2.2.16: What Social Media Analytics Tool Does Your Business Use?

- **Graph**

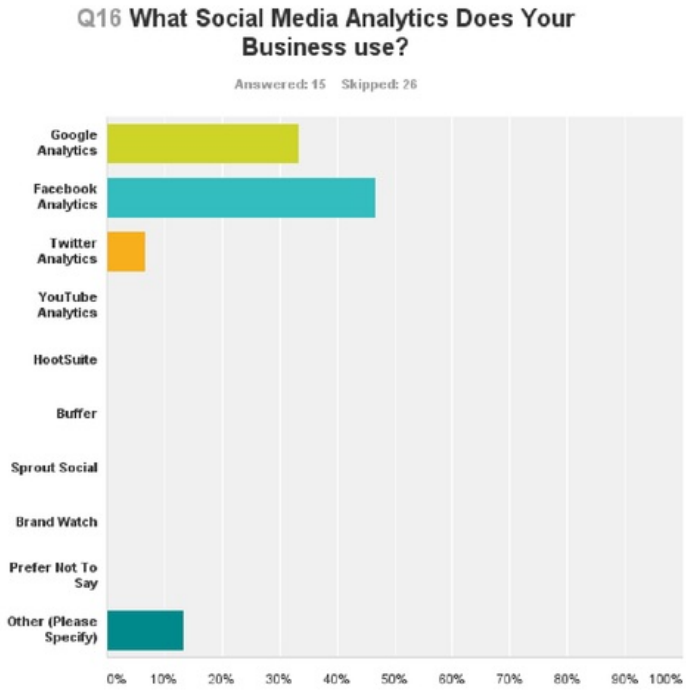


Figure 40: Most Used Social Media Analytics Graph

- **Summary**

  The results show that Facebook Analytics is the most popular with 7 respondents and a 46.67% response rate. The second most popular is Google Analytics with 33.33%, followed by 'Other (Please Specify)' with 13.33% and Twitter Analytics with 6.67%.

  Respondents who chose 'Other (Please Specify)' stated that they used more than one of these analytics tools.

- **Expectations & Links Back to the Literature Review**

  It was expected that Facebook Analytics would be the most popular, as according to Score Media and Ebizma, Facebook is the most popular social media platform worldwide, along with being the most popular amongst businesses [152] [153].

  It was also expected that Google Analytics would be a popular analytics tool as it's free, as determined by the literature review [154].

- **Correlations**

This question correlates back to question 15 [section 4.2.2.15], showing that out of the 14 respondents that used social media, half of these used Facebook Analytics, deeming Facebook Analytics the most popular analytics tool.

Section 4.2.2.17: What Impact Has This Social Media Analytics Tool Had On Your Business?

- **Graph**

  There is no graph to be shown as this was a single-text box answer question.

- **Summary**

  The majority of the responses were positive, with many claiming analytics helped them to identify trends and monitor what was being said. Others went on to clarify how the tools provided them with the ability to evaluate how both their social media marketing and content strategies were doing, along with their paid advertising methods. Further respondents went on to describe how analytics provided their business with the ability to track the number of page visitors they received on a daily and weekly basis, along with their visitors profile.

  One respondent went on to explain how their analytics helped them to determine key-words that potential customers used when looking for their field of work. Once discovered, the business then went on to tailor their website's wording, ensuring the website comes up in Google searches.

  For a complete list of these respondents answers, please see Appendix K.

- **Expectations & Links Back to the Literature Review**

  These positive impacts in regards to social media analytics tools were expected as the literature review had described the features and the benefits they provided in further detail. The review described how SMA's provide businesses with an 'intimate' platform to connect with customers and shape their perceptions, whether this be through timely or targeted campaigns, creating communities of interest or responsive customer service. Furthermore, they also allow them to track and understand customer views, sentiments, popular topics and trends and key influences [155].

  These results prove that social media analytics tools provide businesses with positivity.

- **Correlations**

  This question correlates back to question 15 [section 4.2.2.15], showing that out of the 14 respondents that used social media, a social media analytics tool provided the majority of these with positivity.

Section 4.2.2.18: Overall, How Do You Feel Social Media has Impacted Your Business?

- **Graph**

  There is no graph to be shown as this was a single-text box answer question.

- **Summary**

  Although many respondents described how much effort and management it took to build and maintain a social media account, the majority praised the positive impact it had on their business. Several claimed social media had increased their sales, provided them with feedback and a larger target audience, whilst others described it as a contributor to their success and a place to understand more about their audience. Many felt it had helped them to keep their advertising costs down, gain a competitive advantage and had provided them with a place to communicate with their customers and staff 24/7. Respondents also explained how their customer's positive feedback left on their social media supported the businesses good reputation.

  The only negative responses were from those who felt like having a social media account was not because they wanted one, but were obligated to as it was expected of them from they're customers. One respondent described Facebook as a *"...necessary evil*".

  For a complete list of these respondents answers, please see Appendix L.

- **Expectations & Links Back to the Literature Review**

  These positive impacts in regards to social media were expected as the literature review had described the positive impacts of social media in much detail e.g. customer service, market research, paid advertising, marketing etc. [see Section 2.3 for positive impacts] What was not expected was that of the negative response, by those who felt they were obligated to have a social media presence.

  Overall these results prove that although social media provides businesses with both positive impacts and negative impacts, the negatives are clearly outweighed by the positives.

- **Correlations**

  This question correlates back to question 4 [section 4.2.2.4], showing that out of the 35 respondents that used social media, the majority had received a positive impact from it.

Section 4.2.3: Conclusion

The survey-based analysis section discovered that over a period of 32 days, 41 businesses had completed the questionnaire.

The questionnaire analysis section provided an analysis of each question's results, followed by a summary of if it was expected, links back to the literature review and correlations with other questions.

The analysis found that over half of the respondents were in ownership of a micro-size business. Coming in second with 19.51% were those in ownership of a small-size.

The questionnaire analysis discovered that two of the biggest industry types both with 12.20%, were retail and health services, followed by personal services with 9.76%. The results showed that nobody working in the automotive, security, real estate, housing, legal or agricultural industries completed the questionnaire.

Out of the 41 respondents that completed the survey, 35 of these used a social media with an 85.37% response rate.

It was then discovered that out of the 35 respondents that used social media, 31 of these used it for advertising. The second most popular reason why businesses used it was to post information about their services with 74.29%, followed by posting information 57.14% and gaining feedback with 54.29%.

The questionnaire analysis went on to reveal that Facebook was the most popular platform with a 54.04% response rate. The second most popular was Twitter with 18.92%, followed by Instagram with 8.11% and Google+ with 5.41%. The most unpopular platforms were Tumblr and YouTube.

With over 32 respondents using Facebook and 31 describing 'advertising' as the reason they used social media, the response to this question presented Facebook as the most popular platform for those with the requirement to advertise themselves.

The respondents were then asked which platform they used the most, with Facebook winning over half the vote. Similar to the previous response, the second most used was Twitter with 18.92%, followed by Instagram with 8.11%. This response revealed that out of the 35 respondents that used social media, 20 of these used Facebook as their main platform. It was expected that Facebook would be the most used as this was discovered within the literature review.

It was then asked what type of impact this platform had on their business, with the majority of respondents claiming a positive one. Many described how it was vital to their business, helping them to gain feedback, increase their exposure and customer base, strengthen their communication with customers and helping to increase sales and turnover.

Out of the 35 respondents that used social media, only 5 of had been effected negatively, leaving the remaining 75.68% unaffected. The main reason why was in terms of negative reviews.

The high response by those who had not been affected, re-enforced the idea that social media impacts businesses positively as oppose to negatively.

The questionnaire analysis section then discovered that 12 respondents used paid advertising, with each specifying Facebook as their paid advertising platform. This showed that out of the 20 respondents that used Facebook, 12 of these used Facebook's paid advertising services, displaying Facebook's paid advertising services as the most popular paid advertising method.

Respondents were then asked what impact paid advertising had on their business, with each providing a positive response. The majority claimed it had helped them to gain greater exposure and a competitive advantage, proving that paid advertising provides businesses with positivity.

It was then discovered that only 6 respondents used a social media management tool, with the most popular being Hootsuite with a 42.86% response rate, followed by Tweet Deck with 28.57%.

The most popular reason why these respondents used a social media management tool was that of scheduling posts with an 85.71% response rate. The second most popular was that of multiple posting, replying to customers and managing social media platforms all with 71.43%.

The questionnaire analysis then asked respondents if they used analytics, with only 14 claiming they did. As the majority of analytics are free, this was unexpected.

Facebook Analytics was the most popular with 7 respondents resulting in a 46.67% response rate. The second most popular was Google Analytics with 33.33%, followed by Twitter Analytics with 6.67%. This deemed Facebook as not only the most popular platform, but also the most popular analytics tool.

Respondents were then asked what impact analytics had on their business, with the majority providing a positive response. Many explained how it helped them to identify trends and monitor what was being said, whilst others clarified how the tools provided them with the ability to evaluate how their paid advertising, social media marketing and content strategy were doing.

The last question was that of 'how do you feel social media has impacted your business?' Although many respondents described how much effort and management it took to build and maintain a social media account, the majority of these praised the positive impact social media had on their business. Several claimed it had increased sales and provided them with feedback and a larger target audience, whilst others described it as a contributor to their success and a place to understand more about their audience. Many felt social media had helped them to keep their advertising costs down and to gain a competitive advantage, along with a place to communicate with their customers and staff 24/7.

The only negative responses to this question were from those who felt like having a social media presence was not because they wanted one, but were obligated to as it was expected of them from they're customers. One respondent described Facebook as a "*...necessary evil*".

The responses to this question prove that although social media impacts businesses both positively and negatively, the negative impacts are clearly outweighed by the positives.

Overall the questionnaire analysis discovered that although social media can impact businesses in a negative way, the positive impacts outweigh the negatives with only 5 respondents out of 35, claiming to have a negative experience with social media. Along with social media platforms themselves, it was also found that social media paid advertising, management tools and analytic services only impact businesses in a positive way, but with hardly any of the respondents making great use of their features. It was also found that Facebook was the most used platform for advertising purposes, with over half of the respondents using the platform along with its analytics service 'Facebook Analytics', which was used by 7 respondents.

Section 4.3: Case Study Analysis

The following section includes an introduction to the case study, screenshots of the Facebook business page, a Facebook analysis and conclusion.

Section 4.3.1: Introduction

The case study was created to complete the fourth and fifth objectives of the proposed research:

3. To evaluate a real-life case study through the creation of a social media account in conjunction with a participating business owner, to discover the real hand-on impact it has on a business.

4. To compare and analyse the results of the survey, case-study and literature review to achieve the project aim and gain a thorough conclusion of the proposed research.

The purpose of the case study was to discover the real impact a social media account could have on a business. The business was that of Ms Georgia Gregory's, a local sole trading business owner who runs a mobile hair-dressing service. After conducting an interview with Ms Gregory, it was decided that a Facebook business page would be most appropriate for her needs [see Section 2.3.2.1.1 for information on a Facebook business page]. The interview also discussed Ms Gregory's requirements from the page, how it would be monitored, her resources, budget, content and digital marketing.

Once the interview was complete, a social media marketing strategy was created [see Section 3.7.2.9] The strategy identified her objectives and goals, why the platform was best suited to her needs, her digital branding and content strategy, and how her social media would be monitored, maintained and improved.

After creating the social media marketing strategy, Ms Gregory's Facebook Business Page was then set up on the 23rd March 2016.

The page was monitored over a period of time to discover its impact on the business. The following sections go into further detail about how the page was monitored and its impact on the business.

Section 4.3.2: The Facebook Business Page

Figure 41 shows the Facebook business page [156]:

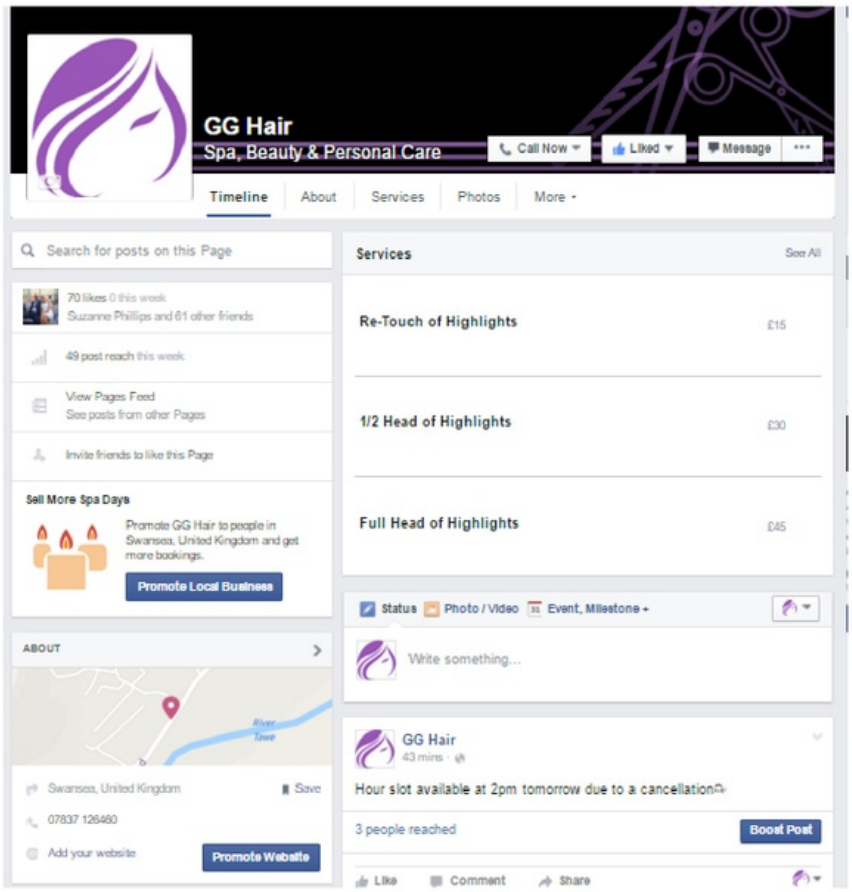


Figure 41: Facebook Business Page

Figure 41 shows the businesses logo and header, followed by 'call now', 'instant message' and 'page like' buttons, along with different tabs the user can select to find further information about the business.

The page also displays a search bar, the amount of likes, a summary about the business and a few of the services it offers. It also provides users with the option to post their own content on the page, along with the ability to view posts the business have posted.

If the user clicks on the 'About' tab, the page will bring up the following shown in Figure 42 [157]:

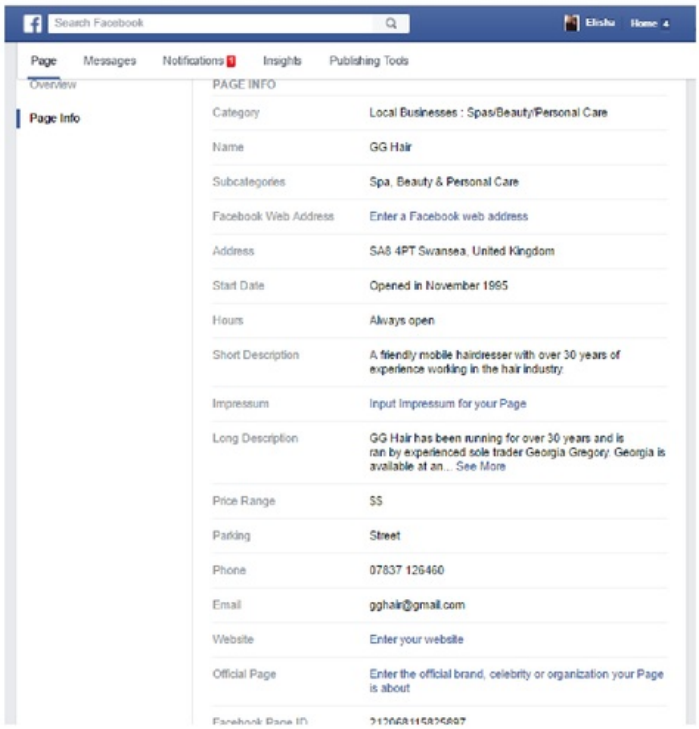


Figure 42: Facebook about Page

Figure 42 shows the business's category, name, subcategories, address, start date, working hours, parking details, price range and contact details.

If the user selects the 'Services' tab, the page will provide the user with the following shown in Figure 43 [158]:

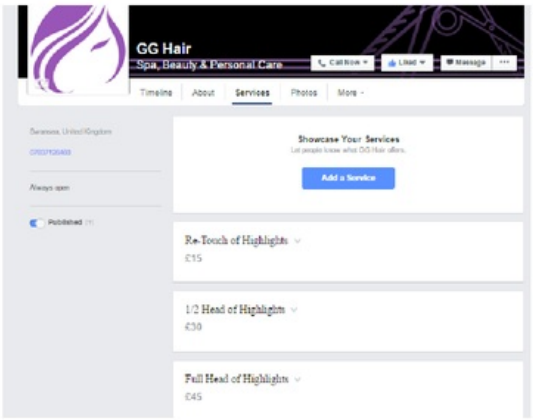


Figure 43: Facebook Services Page

Figure 43 displays the services and cost the business provides.

If the user clicks on the 'Photos' tab, the page will bring up the following shown in Figure 44 [159]:

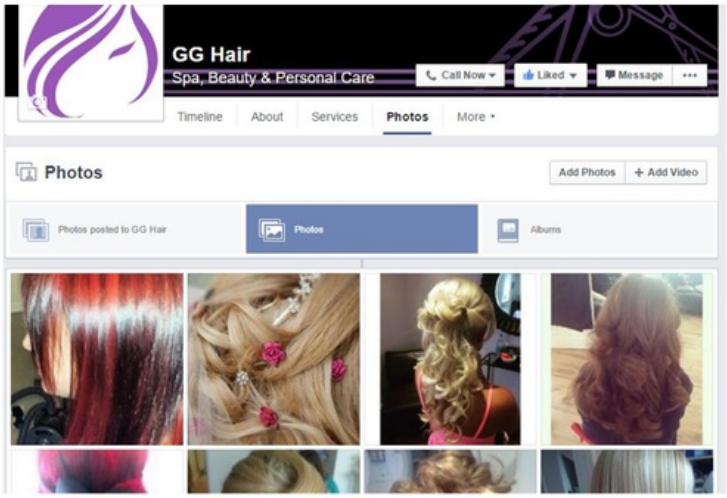


Figure 44: Facebook Photos Page

Figure 44 shows different photographs the business has uploaded.

For any further information regarding the page, it can be accessed through the following link: "https://www.facebook.com/GG-Hair-212068115825897"

Section 4.3.3: Facebook Analysis

The first part of this section analyses the content posted through the business Facebook page, whilst the second will review the data gained from the page through 'Facebook Insights'.

Section 4.3.3.1: Content Analysis

Date	Time	Content	Content Type	Reach	Engagement
23/03/16	12:27 pm	GG Hair Logo	Photo	5	1 Like
24/03/16	10:06 am	Good Morning Everyone	Status	28	2 Likes
24/03/16	10:27 am	GG Hair's Cover Photo	Photo	0	
24/03/16	10:48 am	Some of My Lovely Work	Photo Album	55	3 Likes & 36 Post Clicks
28/03/16	1:34 pm	Hope everyone's having a lovely Easter Weekend ☺ x	Status	18	1 Like
29/03/16	12:32 pm	Free slot today at 4pm due to a cancellation ☺	Status	8	0
29/03/16	3:18 pm	Afternoon break with a cuppa and catch up on Loose Women before my next client... Busy Week Ahead!	Status	15	1 Like
29/03/16	10:41 pm	Goodnight all! Busy day ahead tomorrow x	Status	38	1 Like & 3 Post Clicks
30/03/16	10:23 am	Cancellation at 3pm tomorrow if anyone is free! Just give me a bell x	Status	6	0
31/03/16	10:22 am	What a beautiful day. Time to go to my first appointment	Status	4	0
31/03/16	11:45 am	On a roll today... off to my second appointment in Bryncoch	Status	2	0
03/04/16	5:18 pm	Hope everyone has had a lovely weekend	Status	5	0
03/04/16	5:19 pm	Back to business tomorrow as per ☹	Status	12	1 Like
04/04/16	12:50 pm	Hour slot available at 2m tomorrow due to a cancellation	Status	4	0

Figure 45: Content Analysis Table

Figure 45 shows that the most popular content was a photograph album posted on the 24/03/16 at 10:48am. The content reached 55 people, gained 3 likes and 36 post clicks. This was expected as according to the literature review, the most popular times to post on Facebook is between 10am-1pm [see Figure 24].

The second most popular was a status posted on the 29/03/16 at 10:41pm, stating 'Goodnight all! Busy day ahead tomorrow x'. The status reached 15 people, had 1 like and 3 post clicks. It was not expected that this post would have been popular as according to the literature review,

the most unpopular times to post on Facebook are between 10pm-1am, whilst the most popular days are Mondays and Tuesdays [see Figure 24 and 25].

The most unpopular content was posted was on the 24/03/16 at 10:27am, and was in the form of a photograph as 'GG Hairs Cover Photo'. The post did not reach anybody, gain any likes nor post clicks. It was not expected that this post would have been unpopular as the literature review described the most popular time to post on Facebook between 10am-1pm [see Figure 24].

Other content posted that turned out to be unpopular were statuses, with the majority reaching between 2-18 people, gaining 1 like and no post clicks.

Section 4.3.3.2: Facebook Insights

The following section provides data gained from the business page through Facebook Insights.

Section 4.3.3.2.1: Overview

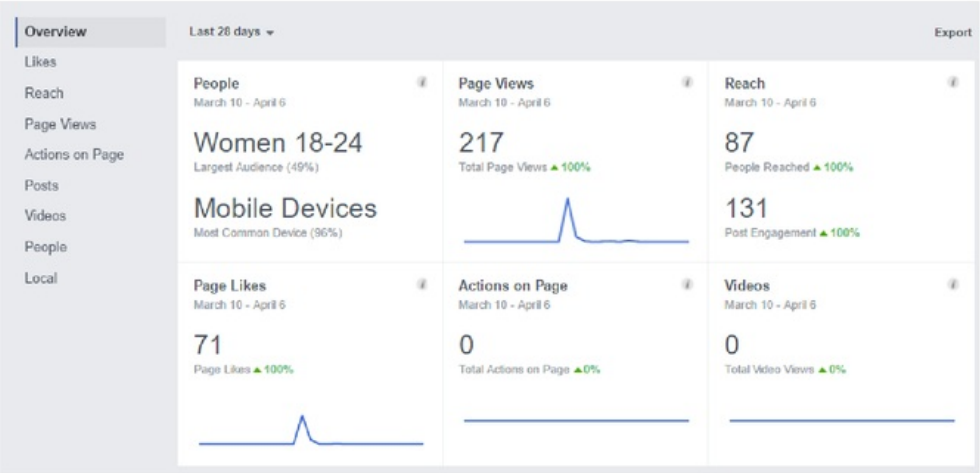


Figure 46: Facebook Insights Overview [160]

Figure 46 shows the largest audience for the page are women between 18-24, whilst the most common device for accessing the page is through a mobile device. The page had a total of 217 views and 71 likes, along with reaching 87 people and a 131 post engagements. There were no actions on the page nor video views.

Section 4.3.3.2.2: Net Likes Summary



Figure 47: Facebook Insights Net Likes Summary [161]

Figure 47 shows the majority of likes occurred between the 24th and 25th of March, which are the days the page was shared. The page was unliked on the 30th of March, following no more likes from the 29th onwards. All likes were organic and not paid for.

Section 4.3.3.2.3: Post Reach Summary



Figure 48: Facebook Insights Post Reach Summary [162]

Figure 48 shows the most popular post occurred on the 24th of March with 55 reaches. The most unpopular posts were posted on the 1st, 2nd and 6th of April, each with 1 reach. All reaches were organic, and not paid for.

Section 4.3.3.2.4: Page Views Summary

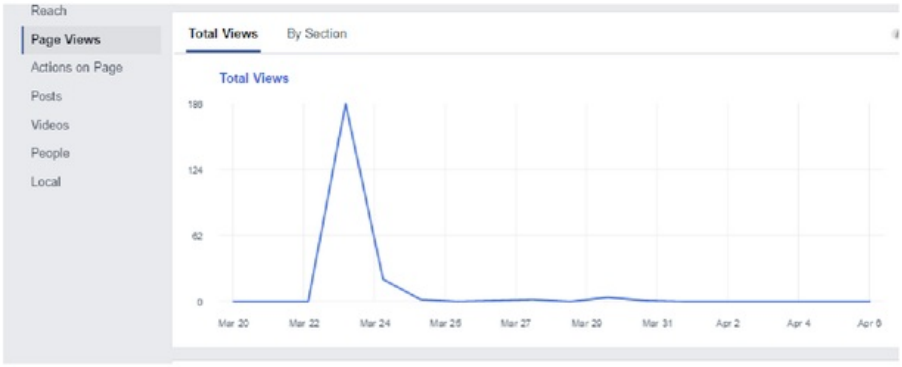


Figure 49: Facebook Insights Page Views Summary [163]

Figure 49 shows the highest amount of views occurred on the 23rd March with 186 views. This was expected as this was when it was shared. After the 1st of April, nobody viewed the page.

Section 4.3.3.2.5: People Reached Summary



Figure 50: Facebook Insights People Reached Summary [164]

Figure 50 shows the majority of those reached were women with 68%, followed by men with 31%. 30% of these women and 14% of these men were between 18 to 24.

Section 4.3.3.2.6: Posts Summary

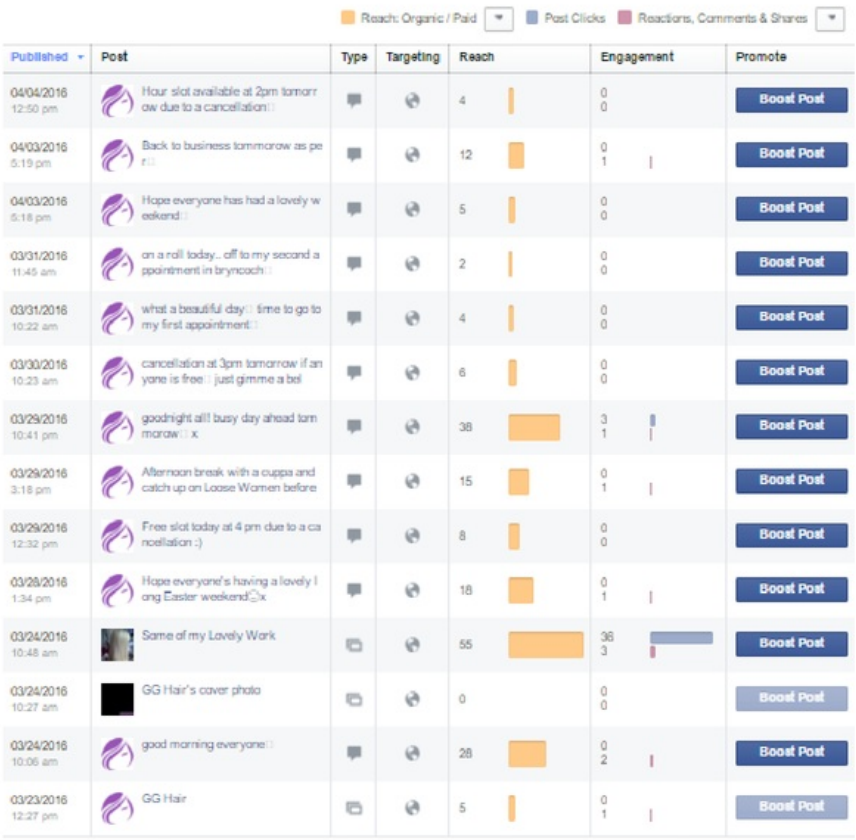


Figure 51: Facebook Insights Posts Summary [165]

Figure 51 shows a summary of the posts that have been posted. [For more information regarding the content posted, see Section 4.3.3.1].

Section 4.3.4: Conclusion

The first part of the case study analysis provided an introduction to as why and who the page was made for. The page was set up to complete the fourth and fifth objectives of the proposed research, with the purpose of discovering the impact social media has on a real business [see Section 4.3.1].

The page was set up for Ms Gregory, a sole trading business owner who runs a mobile hair-dressing service. After conducting an interview with Ms Gregory, a social media marketing strategy was created followed by her Facebook business page on the 23rd March.

The second section included screen-shots of the page along with brief descriptions of each. These included the main business page, about page, and services and photos page [see Section 4.3.2].

For any further information regarding the page, it can be accessed through the following link: "https://www.facebook.com/GG-Hair-212068115825897"

The last section analysed the page, with the first part analysing the content and the second analysing the data [see Section 4.3.3].

The first part included a summary of the content posted through a table, stating the date, time, type, reach and engagement of each piece of content. The table showed the most popular content was a photograph album posted on the 24/03/16 at 10:48am. The content reached 55 people, gained 3 likes and 36 post clicks. This was expected as according to the literature review, the most popular time to post on Facebook is between 10am-1pm [see Figure 24].

The table also showed the most unpopular content was posted on the 24/03/16 at 10:27am, which was a cover photo. The post did not reach anybody, gain any likes nor post clicks. It was not expected that this would have been unpopular as the literature review described the most popular time to post on Facebook between 10am-1pm [see Figure 24].

The second part of the section analysed the data gained from Facebook Insights. The data showed the largest audience for the page were women between 18-24, whilst the most common device for accessing the page was through a mobile device. The page had a total of 217 views and 71 likes, reached 87 people and had 131 post engagements.

The data also showed that the majority of likes occurred between the 24th and 25th of March 2016, which were the days the page was shared on Facebook, whilst the most popular post occurred on the 24th of March with 55 reaches. The most unpopular posts were posted on the 1st, 2nd and 6th of April, each with 1 reach. All likes and reaches were organic and not paid for. The highest amount of views occurred on the 23rd March with 186, which was expected as this was when it was shared amongst friends and family.

Chapter 5: Evaluation

Overall, the literature review, questionnaire and case study's findings determined that social media has impacted today's enterprises positively as oppose to negatively. Whilst the literature review examined these impacts further and helped to back-up the primary information found, both questionnaire and case study were used as research tools to evaluate these impacts through real business owners and their businesses.

Whilst the literature review described the origins of social media, the most popular platforms and why it became so important to businesses, the review went on to state the negative and positive impacts it can have in further detail. Positive impacts included paid advertising, free marketing, analytics, customer service and market research, whilst negative impacts included implementation cost, security, social media in the workplace, being cautious when posting and complaints.

The literature review also explored how a social media marketing strategy works through five simple steps; identifying the business's goals, selecting the correct platform, digital branding, a content strategy and monitoring, maintaining and improving the platform [see Chapter 2 for literature review].

The review moulded the idea that social media impacts businesses positively as oppose too negatively, as many of the negatives can be avoided through simple prevention methods. The review identified the steps that needed to be completed to complete the case study, and helped to form the the questions within the survey.

The survey's results determined that out of the 41 respondents, 35 of these used a social media platform. The main reason for the usage of these platforms were for advertising purposes, followed by for posting information and gaining feedback.

Facebook was deemed as the most used platform with over half of the respondents vote, followed by Twitter and Instagram. It was expected that Facebook would be the most used as the literature review regarded it as the most popular with over 9 hundred million visitors every month [166].

Out of the 35 respondents that used social media, only 5 had been affected by it in a negative way, leaving the remaining 75.68% unaffected. This high response by those who had not been affected, re-enforced the idea that social media impacts businesses positively. When the respondents were openly asked what impact social media had on their business, the majority deemed it a positive one with many describing it as vital to their business.

Furthermore only 12 respondents out of 35 made use of paid advertising with each specifying Facebook as the platform. Re-enforcing the idea that social media impacts businesses positively, each of the 12 respondents went on to describe paid advertising as a helpful tool, gaining them greater exposure and a competitive advantage.

Out of the 35 respondents that used social media, only 6 of these used a social media management tool, with 42.86% using Hootsuite and 28.57% using Tweet Deck. According to

the literature review, Hootsuite is the most used management tool in the world with over 10 million users as of 2015 [167]. The most popular reason of why these respondents used the tool was that of scheduling posts, followed by multiple posting, replying to customers and managing platforms.

Additionally, only 14 respondents out of 35 used social media analytics, with Facebook Insights being the most popular with 46.67%. When respondents were asked what impact these analytics had on their business, the main response was that of a positive with many describing how it helped them to evaluate how well their paid advertising, social media marketing and content strategy were doing.

The last question within the survey established the idea that social media impacts business in a positive way final, with nearly each of the 35 respondents describing social media as a contributor to their success. Although many explained how much effort and management it took to build and maintain, several claimed it had increased sales, kept advertising costs down and provided them with feedback. Others went on to describe how it had given them a place to communicate with their customers and staff 24/7, along with a larger target audience and competitive advantage.

The results of the survey strengthened the idea that social media impacts businesses in a positive way with 35 respondents out of 41 describing social media with positivity, and with only 5 being affected by social media negatively. Along with social media itself, social media paid advertising, management tools and analytic services all also help to impact businesses in a positive way. [For more information regarding the results of the survey, see Section 4.2]

Whilst the survey's results stated the facts and figures, the case study helped to gain a real-life understanding of how much effort it takes to create and maintain a Facebook page for business purposes. The case study determined how a Facebook business page and its analytics service 'Insights' helps a business in terms of advertising, marketing etc.

The page was setup was for Ms Gregory, a sole trader who ran a mobile hairdressing service. Once created, the page was monitored over a month's duration in turn to be analysed.

The data showed the most popular content was a photograph album posted at 10:48am, reaching 55 people, gaining 3 likes and 36 post clicks. This was expected as according to the literature review, the most popular time to post on Facebook is between 10am-1pm [See Figure 24]. The most unpopular content was posted at 10:27am, and was a cover photograph. The post did not reach anybody, gain any likes nor post clicks. It was not expected that this would have been unpopular as the review described the most popular time to post on Facebook between 10am-1pm [See Figure 24].

The results also displayed that the largest audience for the page were women between 18 to 24, whilst the most common device for accessing the page was through a mobile device. The page had a total of 217 views and 71 likes, reached 87 people and had 131 post engagements.

The data also showed that the highest amount of views occurred on the 23rd March with 186 views, which was expected as this was when it was shared amongst friends and family. Furthermore, the majority of the likes occurred between the 24th and 25th of March, whilst the most popular post occurred on the 24th of March with 55 reaches. All likes and reaches were organic and not paid for.

The results of the case study showed that a Facebook business page cannot simply be set up and left to survive on its own. It takes time, resources and even money before a social media account can begin creating an impact on a business. [For more information regarding the results of the case study, see Section 4.3]

Overall the results of the literature review, survey and case study were expected, and determined that although social media can impact a business negatively, most of these impacts can be avoided through simple prevention methods. The majority of businesses are impacted by social media positively through aspects such as free marketing and advertising, whilst social media paid advertising, management tools and analytic services only impacts businesses positively. It was also determined that a social media page cannot be set up and assumed instantaneous results will appear, as it takes time, money and resources before it begins creating an impact on a business.

If the research had to be conducted again, the Facebook business page for the case studies purposes would have been set up earlier, therefore allowing it to be analysed for a longer period of time. A Twitter account would also have been set up in conjunction with the Facebook page in order to gain a deeper understanding of how much effort it takes to maintain a social media account.

Chapter 6: Conclusions & Recommendations

The following sections provides an overall conclusion and recommendation of the study.

Section 6.1: Conclusions

To conclude, each objective of the study as well as the overall aim will be addressed through a structured approach.

The objectives of the proposed research were:

1. To conduct a literature review based on social media through secondary information.

2. To create, develop and distribute a survey based on social media's impact on enterprises, with questions being determined from the literature review.

3. To analyse and evaluate the survey's results based on social media's impact on enterprises.

4. To evaluate a real-life case study through the creation of a social media account in conjunction with a participating business owner, to discover the real impact it has had on a business.

5. To compare and analyse the results of the survey, case-study and literature review to achieve the project aim and gain a thorough conclusion of the proposed research.

The two main focus points which relate together throughout the whole of the study in accordance with the objectives and aim, are social media and enterprises.

Starting with the first objective, the literature review examined social media itself in further detail including definitions, its evolution, today's most popular platforms and how it grew to become an important aspect for enterprises. The review then determined the positive and negative impacts social media can have on an enterprise, along with the steps an enterprise should take when launching themselves onto social media.

Overall, the literature review established that although social media can have a positive and negative impact on enterprises, the positives outweigh the negatives as many can be avoided through simple prevention methods. The review also established the steps an enterprise should take when launching themselves onto social media, which set the foundations for objective 4. [See Chapter 2 for the literature review]

Once the review was complete, the second objective was then begun as the surveys questions could not be determined without the information gathered from the literature review [see Section 3.7.1 for more information on the survey]. Its purpose was to discover social media's impact on enterprises through a series of 18 questions, and was aimed at business owners. The questionnaire was created through Survey Monkey and had 41 respondents.

After being active for 32 days, the survey's results were then analysed and evaluated in order to complete objective three. The results showed that out of the 35 respondents that used social media, only 5 had been impacted by it negatively and 31 used it for advertising purposes. With only 5 being effected, this re-enforced the idea that social media platforms impacts the majority of enterprises positively as oppose to negatively.

Facebook was deemed the most used platform with over half the vote, with 12 using their paid advertising services and 7 using their analytics services. Only 6 respondents used a social media management tool, with Hootsuite being the most popular for scheduling posts purposes. The results from the open-questions in reference to these services and tools also showed that social media paid advertising, analytic services and management tools only impact businesses positively through helping them gain greater exposure, increase sales and monitor what was being said.

The results of the survey established that although social media platforms can impact enterprises positively and negatively, the positive impacts outweigh the negatives, along with social media paid advertising, management tools and analytic services only impacting businesses positively with no negatives to be found. [For more information regarding the results of the survey, see Section 4.2]

Now that the survey was complete, it was then time to move onto objective 4 to really understand how much work and effort it takes before a social media account can really begin creating an impact on a business.

The participating business owner was Ms Georgia Gregory, a sole trader who runs her own mobile hairdressing service GG Hair. After conducting an interview and creating a social media marketing strategy for Ms Gregory, a Facebook business page was set up on the 23rd March 2016. [For more information on the page, see Section 3.7.2]

The page can be accessed through the following link: "https://www.facebook.com/GG-Hair-212068115825897"

After being active for over two weeks, the page and its content were then analysed through the data gained from Facebook Insights. The results showed that the most popular content was a photograph album posted on the 24/03/16 at 10:48am, reaching 55 people, gaining 3 likes and 36 post clicks. This was expected as according to the literature review, the most popular time to post on Facebook was between 10am-1pm [see Figure 24].

The most unpopular content was posted on the 24/03/16 at 10:27am, which was a cover photo. The post did not reach anybody, gain any likes nor post clicks. This was not expected as the literature review described the most popular time to post on Facebook was between 10am-1pm [see Figure 24].

The results also showed that the largest audience for the page were women between 18-24, whilst the page had a total of 217 views, 71 likes, reached 87 people and had 131 post engagements. The majority of likes occurred between the 24th and 25th of March, which were

the days the page was shared on Facebook, whilst the most popular post occurred on the 24th of March with 55 reaches. All likes and reaches were organic and not paid for.

The results of the case study showed that a Facebook business page cannot be set up and left to survive on its own. It takes time, resources and even money before it even begins creating an impact on the business. [For more information regarding the results of the page, see Section 4.3]

Now that all of the appropriate data had been gained, objective 5 could be completed along with the overall aim of the study [see Chapter 5].

Overall the results of the literature review, survey and case study were expected, and determined that although social media can impact a business negatively, most of these impacts can be avoided through simple prevention methods. The majority of businesses are impacted by social media positively through aspects such as free marketing and advertising, whilst social media paid advertising, management tools and analytics services only impacts businesses positively. It was also determined that a social media page cannot be set up and assumed instantaneous results will appear, as it takes time, money and resources before it begins creating an impact on a business.

Section 6.2: Recommendations

It's recommended that the research be used to create a start-up guide for businesses who want a social media presence. The guide could include general information on social media, details of the most used platforms and how they work, statistics from the survey, and the steps to creating a social media marketing strategy. The guide would be very beneficial to businesses all of sizes and industries, but especially those with no experience of using social media.

Section 6.2.1: Further Work to Be Considered

Further work to be considered may include analysing other social media platforms a business could use e.g. Tumblr [168]. These platforms could then be used for case study purposes to evaluate the impact it has on the business over a period of time, and then compared with one another to see which creates the biggest impact on a business e.g. Facebook business page vs Instagram account [169]. This would be beneficial to discovering which social media platform has the biggest impact.

Chapter 7: Reflection

On reflection, writing the study has provided me with invaluable skills that could be used for future purposes, e.g. in work or higher education studies.

The first skill gained was a better understanding of how to conduct secondary research. Although a basic understanding had already been developed from conducting research for previous assignments, the literature review within the study helped to greatly improve my secondary research skills. It also taught me that not all of the large amounts of data relating to the subject topic could be analysed within the short time period, therefore teaching me to be selective with only the most relevant and up to date information.

Along with secondary research, the study also provided me with the opportunity to acquire primary research skills. This skill was gained through the creation of two data collection methods; a survey and case study. On reflection, the survey could have been distributed more evenly amongst small and large businesses and within a wider time frame, allowing the larger businesses more time to respond. The case study could have also been done better through setting up the Facebook business page in an earlier period of time, therefore allowing for it to be analysed over a longer period. Once the primary data was received from both methods, further data analysis skills were obtained through having to analyse, evaluate and compare both sets of data.

One of the most important life-skills the study allowed me to gain was better time management and organisation skills. Over a nine month period, the study had to be broken down into smaller fragments within short completion time frames to ensure the completion of the study. These fragments had to be completed whilst working 14 hours part-time each week, completing other assignments, revising for exams along with carrying on a social life. Furthermore, many challenges arose during the study such as having to remove two of the most used social media platforms for word limit purposes, and creating a second data collection method to provide another angle to the study; the case study. Thanks to my time management skills, these were overcome. Overall, the study taught me how to balance my social life, working life and education studies.

The last skills gained were increased self-confidence levels and communication skills. This was achieved through having to contact many unknown businesses that had not been previously contacted to participate in the survey, along with having to gain the trust and friendship of a total stranger, Ms Gregory, the participating business owner for the case study.

Overall, on reflection the study allowed me to obtain invaluable skills that could not have been obtained anywhere else. These skills included a better understanding of how to conduct secondary research, primary research and analysis skills, time management and organisation skills, and increased self-confidence levels and communication skills.

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Appendices

Appendix A: Social Media Infographic



The image above was created by C. Drine from Creative Ramblings, taken from: "http://www.inquisitr.com/830664/the-history-of-social-media-when-did-it-really-begin-you-may-be-surprised-infographic/" [Online]. [Accessed 21st October 2015].

Appendix B: Top 15 Most Popular Social Networking Sites I November 2015



1 | Facebook
3 - eBizMBA Rank | **900,000,000** - Estimated Unique Monthly Visitors | 3 - Compete Rank | 3 - Quantcast Rank | 2 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

2 | Twitter
12 - eBizMBA Rank | **310,000,000** - Estimated Unique Monthly Visitors | 21 - Compete Rank | 8 - Quantcast Rank | 8 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

3 | LinkedIn
18 - eBizMBA Rank | **255,000,000** - Estimated Unique Monthly Visitors | 25 - Compete Rank | 19 - Quantcast Rank | 9 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

4 | Pinterest
22 - eBizMBA Rank | **250,000,000** - Estimated Unique Monthly Visitors | 27 - Compete Rank | 13 - Quantcast Rank | 26 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

5 | Google Plus+
30 - eBizMBA Rank | **120,000,000** - Estimated Unique Monthly Visitors | "32" - Compete Rank | "28" - Quantcast Rank | NA - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

6 | Tumblr
34 - eBizMBA Rank | **110,000,000** - Estimated Unique Monthly Visitors | 55 - Compete Rank | "13" - Quantcast Rank | 34 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

7 | Instagram
77 - eBizMBA Rank | **100,000,000** - Estimated Unique Monthly Visitors | 49 - Compete Rank | 146 - Quantcast Rank | 36 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

8 | VK
97 - eBizMBA Rank | **80,000,000** - Estimated Unique Monthly Visitors | "150" - Compete Rank | "120" - Quantcast Rank | 21 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

9 | Flickr
123 - eBizMBA Rank | **65,000,000** - Estimated Unique Monthly Visitors | 136 - Compete Rank | 139 - Quantcast Rank | 91 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

10 | Vine
581 - eBizMBA Rank | **42,000,000** - Estimated Unique Monthly Visitors | 237 - Compete Rank | 335 - Quantcast Rank | 1,172 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

11 | Meetup
596 - eBizMBA Rank | **40,000,000** - Estimated Unique Monthly Visitors | 791 - Compete Rank | 701 - Quantcast Rank | 296 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

12 | Tagged
702 - eBizMBA Rank | **38,000,000** - Estimated Unique Monthly Visitors | 1,082 - Compete Rank | 615 - Quantcast Rank | 408 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

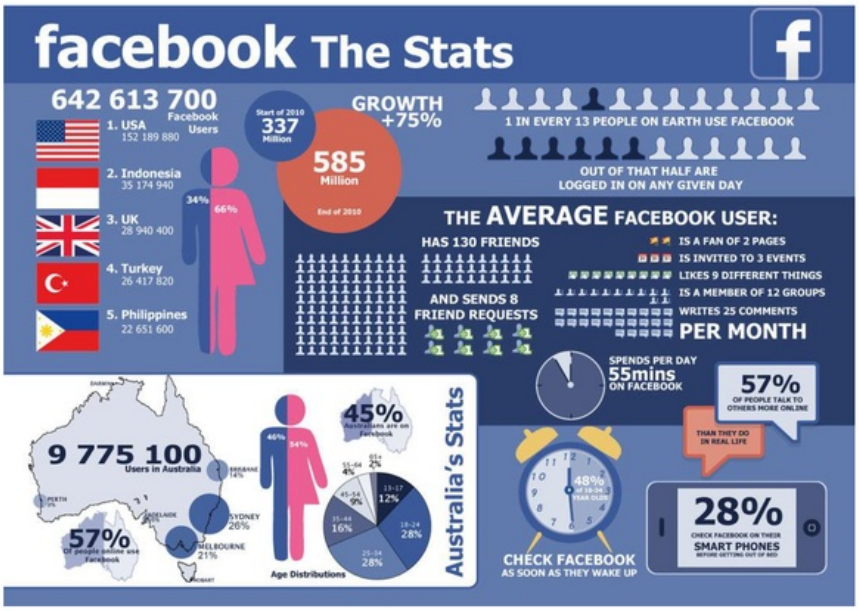
13 | Ask.fm
779 - eBizMBA Rank | **37,000,000** - Estimated Unique Monthly Visitors | 2,046 - Compete Rank | 113 - Quantcast Rank | 179 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

14 | MeetMe
1,457 - eBizMBA Rank | **15,500,000** - Estimated Unique Monthly Visitors | 1,407 - Compete Rank | 635 - Quantcast Rank | 2,328 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

15 | ClassMates
1,487 - eBizMBA Rank | **15,000,000** - Estimated Unique Monthly Visitors | 153 - Compete Rank | "285" - Quantcast Rank | 4,022 - Alexa Rank | *Last Updated* November 1, 2015.
The Most Popular Social Networking Sites | eBizMBA

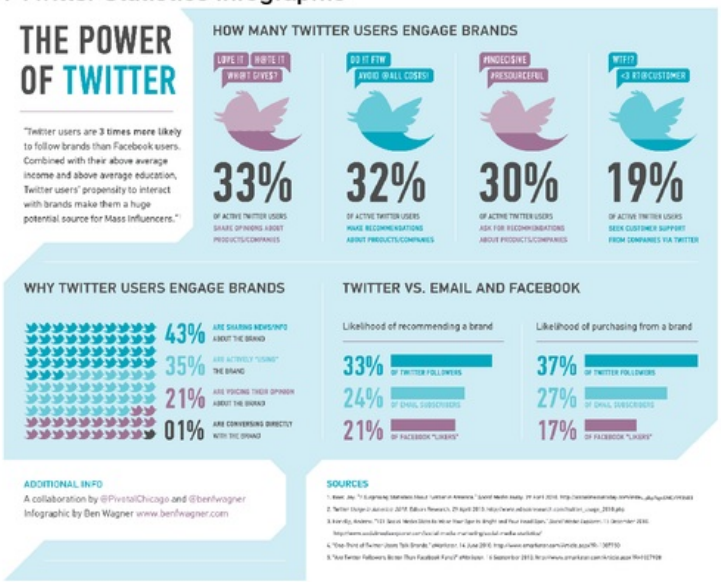
The image above was taken from "http://www.ebizmba.com/articles/social-networking-websites" [Online]. [Accessed 6th November 2015].

Appendix C: Facebook Statistics Infographic



The image above was created by J.Paroz and taken from: "http://sedj.deviantart.com/art/Facebook-Statistics-204730212" [Online]. [Accessed 6th November 2015]

Appendix D: Twitter Statistics Infographic



The image above was created by Pivotal Chicago and B. Wagner, taken from: "http://lorirtaylor.com/5-twitter-infographics-that-make-cents/" [Online]. [Accessed 6th November 2015]

Appendix E: Final Version of the Questionnaire

1. **What is the name of your business? (If you wish to remain anonymous, then you are welcome to enter Anonymous in the text box below)**
   This is a common opening question to start a questionnaire. In this context it'll be used to identify the business answering the questionnaire unless they decide to answer the questionnaire anonymously. The business can also be contacted for interview purposes if further questions surrounding their results arise.

2. **What size is your business?**
   This question aims to establish the size of the business; micro, small, medium or large. The bigger the business the more social media the business has? The smaller the business the bigger the impact social media has on the business? Respondents may only choose one answer to this question.

3. **What industry does your business operate in?**
   This question determines the industry sector the business works in; retail, technology, financial, personal services etc. Do specific industries use social media more than others? Respondents may only choose one answer to this question.

4. **Does your business use social media?**
   This is the most important question within the questionnaire as the question establishes whether the business uses social media or not. This will be the basis to the majority of the questions as it relates to the primary aim of the research. If the business does not use social media, the question skips to the end of the survey. If the business answers yes or prefer not to say, the question skips to question 5 and goes on to ask further questions about social media. Respondents may only choose one answer and must answer the question in order to continue completing the questionnaire.

5. **Why does your business use social media?**
   This question tries to determine the main reasons why the business uses social media; to advertise the business? To post information about the business? To post special offers? To run polls? Etc. Respondents may choose more than one answer if they wish.

6. **Which social media platforms does your business use?**
   The response to this question aims to establish the most popular social media platforms currently used by businesses; Twitter, Facebook, YouTube, Instagram etc. Do some businesses use more than one social media platform? Do others only use one? Respondents may choose more than one answer if they wish.

7. **Which social media platform does your business the most?**
   This question aims to identify the most popular social media platform currently used by the

business. Do more than ¾ of the businesses that answered the questionnaire see Facebook as their most used social media platform? Respondents may only choose one answer.

8. **What impact has this social media platform had on your business?**
   This is an open-question which asks respondents how their most used social media platform has impacted their business. Has using Facebook gained the business more customers through the like of shares and free marketing? Has using Twitter provided the business with a new way of dealing with customer complaints? Etc.

9. **Has social media ever impacted on your business in a negative way?**
   This question aims to discover appropriate real-life examples of how social media has impacted a business in a negative way e.g. "We had so many complaints on our Facebook business page it ruined our business". This is an open-question and must be answered in order to complete the rest of the questionnaire.

10. **Does your business use paid advertising on social media?**
    This question will determine whether the business uses paid advertising on social media along with how many overall businesses use paid advertising e.g. promoted tweets on Twitter, cost per click on Facebook, in-slate on YouTube etc. If the respondent answers no, then the question skips to question 13. If the respondent answers yes or prefer not to say, then the question goes onto question 12. Furthermore, if the respondent also answers yes they must also state on which social media platform they use it e.g. Facebook, Twitter etc. This question must be answered in order to complete the rest of the questionnaire.

11. **What impact has social media paid advertising had on your business?**
    This is an open-question which asks respondents for a real-life example or explanation of how paid advertising has impacted their business e.g. "Our promoted tweet helped us to gain hundreds of new followers on Twitter".

12. **Does your business use a social media management tool? E.g. Hootsuite, Buffer etc.**
    This question aims to establish if the business uses a social media management tool along with how many overall businesses use a social media management tool. If the respondent answers no, then the question skips to question 16. If the respondent answers yes or prefer not to say, then the question goes onto question 14. This question must be answered in order to complete the rest of the questionnaire.

13. **Which social media management tool does your business use?**
    The response to this questions aim to establish the most popular social media management tool used amongst today's businesses e.g. Hootsuite, Buffer, Sprout Social etc. Is Hootsuite the most used social media management tool? Is Buffer the least used social media management tool? Respondents may choose more than one answer to this question.

14. **What social media management features does your business use?**

This is a multiple-choice question which tries to identify the main reasons why a business uses a social media management tool and it's features e.g. to multiple post across more than one social media platform, to reply to customers, to track brand mentions etc.

15. **Does your business use social media analytics?**

This question identifies whether the business uses social media analytics along with how many overall businesses use social media analytics. If the respondent answers no, then the question skips to question 19. If the respondent answers yes or prefer not to say, then the question goes onto question 17. This question must be answered in order to complete the rest of the questionnaire.

16. **What social media analytics does your business use?**

This question tries to determine the most popular social media analytics tool used by today's businesses e.g. Google Analytics, Facebook Analytics, Sprout Social etc. Is Facebook Analytics the most popular? Is Google Analytics the least popular? Respondents may only choose one answer to this question.

17. **What impact has this social media analytics tool had on your business?**

This is an open-question which asks respondents for a real-life example or explanation of how a social media analytics tool has impacted their business e.g. "Google Analytics helped us to track how many new visitors we were having on a daily basis. This was helpful as it showed us that paying for advertising really does work".

18. **Overall, how do you feel social media has impacted your business?**

This is the final question and must be answered in order to finish the questionnaire. This is an open-question which aims to establish an overall conclusion of how social media has impacted the business e.g. "without social media our business wouldn't have succeeded".

Appendix F: First Interview with Ms. Gregory

Elisha: Hello Georgia lovely to meet you. I understand that you would like a Facebook Business Page set up for your mobile hairdressing business?

Georgia: Hello Elisha, nice to meet you too. Yes that is correct. I chose Facebook as the first social media platform to market my business as I already use it for my own personal use, along with the benefit of being free. I enjoy using it to keep up with friends and family, and often see businesses advertising on the site. I'm confident in that once I've learnt how to use the Facebook Business Page, I really feel it will be beneficial for my business.

Elisha: OK sounds great. I just need to ask you some numerous questions do with your business before I begin building the platform. Is this okay?

Georgia: Yes that's fine, what would you like to know?

Elisha: Apart from knowing how to use Facebook and the fact it's a free place to market your business, what else do you want the platform to achieve your business? For example, more customers.

Georgia: I feel like I need to upgrade with the times is my main reason why. I want to be able to keep up with my competitors. Just because I don't use social media for my business, it doesn't mean I don't exist. I want to show them they have competition. I don't feel I want the platform in order to gain more customers, as I already have more than enough. I also want it to be able to communicate with customers over it.

Elisha: Ok that's fab thank you. So you think Facebook is the best platform to market your business?

Georgia: Yes 100%. I've been using it for years for my own personal use, and feel like it wouldn't take me long to understand how to use the business side of it after being shown how to use it. I don't know how to use any of these new social media platforms such as Twitter and Instagram. I don't want to waste time learning how to use them when I already know how to use Facebook.

Elisha: Ok and who is your target audience going to be? Do you have the resources to manage the account?

Georgia: I have a variety of customers, from those who are young to those who are old. I feel like the majority of my customers use Facebook, so this is the best place to communicate with them. And yes, I do have the resources to manage the account. I have a computer, laptop, iPad and great Wi-Fi.

Elisha: Ok great, do you want to pay for advertising services on the site?

Georgia: No I don't. Maybe in the future if I want more customers, but no not now. I don't want to have to spend any money.

Elisha: Yes that's no problem at all I understand completely. Do you currently have a logo and slogan?

Georgia: No I don't.

Elisha: Would you like to create me one for you? I can do this easily through a free online service. I can also create you a banner.

Georgia: Yes that would be great thank you. Don't worry about the slogan though, I don't really feel the need for one.

Elisha: No problem, do you want the logo or banner to look in a specific way?

Georgia: No feel free to create them as you want too. As long as they have something to do with hairdressing and look professional, I don't mind. I have no specific colour scheme in mind either.

Elisha: You just answered my next question lmao. OK so let's move on to your content strategy... What type of information do you want to post? Do you want to post pictures of your client's hair? Or just general information, such as you have an afternoon free due to a cancellation.

Georgia: Yes just general information for the means time. No pictures or anything, just general information to keep my customers up to date with my business.

Elisha: Ok fab, so you will be posting user-generated text content. How often will you be posting the information and when?

Georgia: Daily in order to keep my customers up to date.

Elisha: Great. Now you said you didn't want to use any of your own money in relation to the social media platform?

Georgia: Yes I don't want too.

Elisha: OK so once we've set up the platform, I think it would be beneficial that we monitor the platforms success and how well it is doing through a social media management tool or social media analytics tool such as Facebook Insights.

Georgia: Yes that sounds great, I want to make sure my page is doing the best it can.

Elisha: Ok great I've got the majority of the information I need so far. Just one more question, what are your contact details? And is there any specific information you would like me too include on the page?

Georgia: My business name is "GG Hair". My mobile number is 07837126460, and that I work within the local area and nearby areas (Pontardawe). I have over 30 years of experience, and provide a reliable service. If they have any enquiries, they can message me through the page.

Elisha: Ok great. I'll begin setting up the page straight away and will be in contact once the page is completed. Thanks for being so helpful.

Georgia: It's no problem at all, a big thank you too you.

Appendix G: Complete List of Respondents Names to First Question of Survey

1. Anonymous
2. Chris Holloway & Sons
3. Anonymous
4. Emily Cara Weddings
5. Rock-shore Accessories
6. Anonymous
7. Browns of Neath
8. Soft Tots Soft Play Hire
9. Sweet Cakes by Annmarie
10. The Corner Barbers
11. Blissful Bakes
12. Anonymous
13. Anonymous
14. Anonymous
15. Aloe Inspired
16. Land & Wave
17. J W Price
18. Travel Hours
19. AJ Terry Building
20. Hashtag Studios
21. CB Global
22. Dr Organic
23. Anonymous
24. Krafty Chicks
25. Anonymous
26. Forever Living
27. Eddie Tucker Plant Hire
28. Suzanne Phillips Mobile Hairdressing
29. Anonymous
30. Amman Pest Control
31. Celtic Leisure
32. Anonymous
33. South Wales Police
34. Anonymous
35. John Lewis PLC
36. TED x Swansea

37. LC Swansea
38. Tawe Soft LTD
39. Aimia
40. Domino's Clydach
41. Anonymous

Appendix H: Complete List of Responses to Question 8 of Survey

1. 'Generated greater awareness of the business and its services.'
2. 'Facebook has had a very strong impact on our business. The biggest impact it has had on our business is certainly the rise in customers. We get new customers phoning us every day for work on a daily basis, where they have found our phone number from our business page.'
3. 'It has helped to spread the world about the company as it is a start-up business.'
4. 'Great positive impact! It gets the world out there about my business. It also provides an easy platform for communication.'
5. 'Increased views on listings.'
6. 'N/A.'
7. 'It has definitely increased exposure and turnover.'
8. 'Gain feedback.'
9. 'Social media has helped me as a small business gain customers outside my normal circles and helpful in feedback. It is also a good place to advertise my business to a bigger audience.'
10. 'A massive impact. I use it to advertise my hours of business days off and holidays etc. More importantly, people use Facebook to book appointments through messenger. I also advertise available appointments and last minute cancellations. My appointment days are very busy and the demand is high. Because my clients are mainly local I am usually able to fill the appointments at short notice. Word of mouth is great, but it is surprising how many people have found me through Facebook.'
11. 'More orders for cakes and parties.'
12. 'People are able to book transport online.'
13. 'Social media is integral to retail and market products.'
14. 'Good at generating a narrative. Good at offering free stuff. Great at communication with staff and customers. Crap at actually generating Sales.'
15. 'Helped us to gain customers advertising really good holiday deals as well as advertising trips that we run to Cardiff to see shows.'
16. 'It has assisted my business in researching a wider online market.'
17. 'I've gained many customers and potential recruits.'
18. 'Almost 100% of new customers start from Facebook.'
19. 'Our Facebook business page has been our main business platform and we have gained most of our customers from this page. Since setting up our website we now use Facebook as a way of directing people directly to our website.'
20. 'Advertising.'

21. ‘Because of social media I have been able to expand my business to 7 people and have been able to achiever promotions. It's also helped me promote products and build a bigger customers base.’
22. ‘Helps us in advertising terms.’
23. ‘Allowed us to generate awareness, developed the networking platform and raise funds for important causes. Also allowed us an opportunity to connect to our supporters.’
24. ‘It’s a friendly, down to earth way to keep people up to date with our business and services, especially on a seasonal basis. It’s also a good way for people to leave feedback.’
25. ‘Increased Sales.’
26. ‘Both Positive and Negative.’
27. ‘Social media has a positive effect on our business helping us to get notices across the region we operate in.’
28. ‘Enabled us to reach a far larger audience than traditional media. Also greater engagement with the community.’
29. ‘N/A.’
30. ‘It’s now a critical channel for us to engage with our customers. If we did not use FB to talk to our customers we would be missing out on a vital channel.’
31. ‘The business I work for is very FMCG client focused. We are a global leader in what we do and I don’t think social media has much impact.’
32. ‘A great impact in fact, we have been quite surprised by the response from customers in the surrounding areas.’

Appendix I: Complete List of Responses to Question 9 of Survey

1. ‘We once had a really bad customer review on our Facebook page about a previous member of staff. The lady complained that the staff member was rude and didn't finish the job correctly. Our page went from 5 stars to one almost instantly, and others began to join in on commenting on the post. At the time the page had only just been set up, and the complaint wasn't dealt with until the next day. We instantly contacted the customer back as soon as we read the comment, offering a free of charge service if she ever needed our services in the near future. The lady went on to do a status on her personal account, along with a post on our business wall with screen-shots of our conversation as she was so pleased with our customer service. This nearly ruined our business in a matter of minutes.’
2. ‘False negative reviews left by non-customers (possibly competitors).’
3. ‘Spurious review can take a few minutes to get taken down.’
4. ‘The only negative side to social media is the Facebook review procedure which allows members of the public to review the facilities. We have recently had some negative reviews and we find that people are quick to comment after a bad experience but not so quick after a good experience.’
5. ‘Some people don’t like being analysed, but it can’t be helped in my field of work.’

Appendix J: Complete List of Responses to Question 11 of Survey

1. 'Generated greater awareness of the businesses services.'
2. 'Since Facebook's change in policy with regard to sharing status updates ie customers who like the page no longer automatically receive status updates, only an extremely small percentage of page likers actually get to see updates. This has left us with no alternative than to pay to "boost" a post in order to reach an audience. When a post is boosted though, we can target an audience demographic and reach people who had not come across our page before. This has increased net likes, and subsequently enquiries.'
3. 'Products reach a wider audience.'
4. 'Still hard to tell. Certainly some sales generated. Measuring effectiveness has only really been possible for the last 12 months.'
5. 'It's enabled me to recruit in other countries.'
6. 'Greater exposure.'
7. 'A huge impact for allowing more people to see our products.'
8. 'Helps us to gain an advantage over other competitors, as we pay for advertising, whenever customers search for us we are the first company in the area to come up locally.'
9. 'Increased reach.'
10. 'It's had a great effect on our business getting certain promotions out to the local people who would not necessarily know who we are and what we do.'
11. 'It's helped us to grow our business, increase income and visitor numbers.'
12. 'Great impact, when we use it we always get a big increased in or weekly likes of the page and response to posts.'

Appendix K: Complete List of Responses to Question 17 of Survey

1. 'I'm not entirely sure I'm afraid.'
2. 'It allows us to monitor what is being said about our business and the trends it may identify.'
3. 'Enables us to evaluate what works on social media, audience demographics, reach etc.'
4. 'Analyse what's working well.'
5. 'It's been useful in helping us to determine which are the keywords that potential customers use when searching for Pest Control services and therefore we were able to better tailor the wording on our website, in order to ensure that our website comes up in google searches for the various keywords used.'
6. 'It allows us to see which adverts work and which don't and for us to see the profile of our customer e.g. age location interests.'
7. 'Some??'
8. 'Whilst interesting, this does not really tell us anything we don't already know. Our business model is aimed at a specific demographic.'
9. 'Good! I can see where I'm going right or wrong.'
10. 'The tool helps us to track how many new visitors we are having on a daily/weekly basis. This helps us to figure out if our marketing strategy is working correctly e.g. we are posting the correct content.'
11. 'Ability to see the success of posts and which posts attract the most attention, allowing us to improve out posting techniques.'

Appendix L: Complete List of Responses to Question 18 of Survey

1. 'Increased sales, increased customer awareness.'
2. 'Social media has done our business wonders. I don't know where we'd be without it. It helps us to gain new customers on a daily basis, a place for us to deal with customer queries 24/7, and allows us to implement our marketing strategy free of charge. Although there are negatives, the positives clearly outweigh these. As long as complaints are controlled and our service is top notch, I see no problem using the platforms.'
3. 'It has given us access to a larger target audience. Due to the technological nature of the business, an online audience is most suited.'
4. 'Hugely! It's contributed massively to the success of my business and it us also allowed me to keep advertising costs down.'
5. 'Not much because I don't use t that much, but I probably got a few more views possibly sales from people pinning my products on Pinterest.'
6. 'Gained customers spreading good comments about the business.'
7. 'Positively overall.'
8. 'It has been necessary to have a presence on Facebook in order to be in a level playing field as competitors. However, it tends to provide a less reliable enquiry ie customers who come to us via our website tend to have a higher conversation rate into actual bookings, than Facebook. Facebook is a necessary evil which can be time consuming and fruitless at times, and an easy tool for competitors to ruin a company's reputation.'
9. 'It has been a brilliant tool. Especially when I bought new premises. I was able to spread the word on the location of my new salon.'
10. 'X'
11. 'In a positive way. Takes a lot of management as you have to be constantly uploading posts but I have made all staff members responsible for taking messages etc...'
12. 'It's made an improvement as lots of people prefer to book online rather than telephone.'
13. 'Positive.'
14. 'Very positive impact! Without social media would rely on word of mouth.... gets the products 'out there' to the masses.'
15. 'We do it. Everyone does it. Our customers expect us to do it.'
16. 'It's worked really well. Some customers have left us really good feedback on our service on the shop and our trips that we run. We also use Facebook to keep customers updated on holiday deals, trips etc.'
17. 'Social media has been beneficial to expanding my potential market. It has been of great assistance to be kept up to date as to how many online users visit, like my page, post enquiries and also provide feedback to further assist in my design services.'
18. 'It's what's gotten me too where I am today.'
19. 'Very positively.'
20. 'Positively! 2 years ago we did not know it existed and relied upon website only. Social media has made a huge difference to our customer base and grown sales.'
21. 'Prefer not to say.'

22. 'Without social media I don't think it would have been as easy to build my team and promote my products so it has impacted a lot, social media has helped me to build my business.'
23. 'It helps us to gain an advantage over our local competitors, and allows us to market ourselves free of charge. It's awesome.'
24. 'Positively.'
25. 'Positively, it has given us a platform to advocate for policy changes, raise awareness and network. It allows us to fundraise and 'spread the word' on our activities, developments and recognise our staff publicly.'
26. 'It's not really generated business for us, but it has given us a platform on which to advertise out main website and therefore direct potential customers to contacting us.'
27. 'Very positively.'
28. 'Social media has been a great asset to the company it allows us to interact with our members and the general public. It allows us to let people know about our services and any offers we have.'
29. 'Overwhelmingly positive.'
30. 'For awareness of services provided and launch dates of new platforms.'
31. 'It has been positive for us. It allows us to engage more closely with our customers and for them to engage more with our brand.'
32. 'Overall in a positive manner it allows us to reach more people in a much more cost effective way than paper advertising.'
33. 'It's something we have to invest time into be visible – because everyone else does it. But it's a platform where technology can make a really big impact – letting us to easily schedule posts, understand more about our audience, and gauge reactions easily and measurably.'
34. 'Not a huge effect as we are a global leader in our field and there isn't another loyalty platform quite like it (ie. Nectar).'
35. 'Improved it, given our place an image and voice where we can interact with our customers and we can handle any queries or complaints directly through the page as well, so I think it's been a success.'