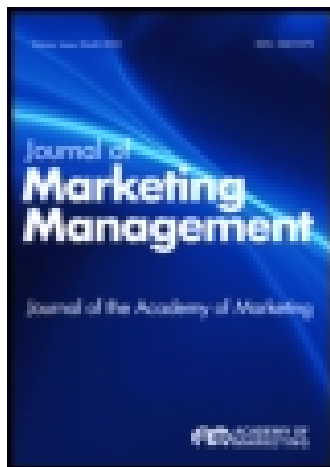


This article was downloaded by: [Hemant Sashittal]

On: 26 February 2015, At: 16:04

Publisher: Routledge

Informa Ltd Registered in England and Wales Registered Number: 1072954 Registered office: Mortimer House, 37-41 Mortimer Street, London W1T 3JH, UK



Journal of Marketing Management

Publication details, including instructions for authors and subscription information:

<http://www.tandfonline.com/loi/rjmm20>

Interact with me on my terms: a four segment Facebook engagement framework for marketers

Monica Alexandra Hodis^a, Rajendran Sriramachandramurthy^b & Hemant C. Sashittal^a

^a Marketing, St. John Fisher College School of Business, USA

^b Marketing, Saunders College of Business, Rochester Institute of Technology, USA

Published online: 24 Feb 2015.



CrossMark

[Click for updates](#)

To cite this article: Monica Alexandra Hodis, Rajendran Sriramachandramurthy & Hemant C. Sashittal (2015): Interact with me on my terms: a four segment Facebook engagement framework for marketers, Journal of Marketing Management, DOI: [10.1080/0267257X.2015.1012535](https://doi.org/10.1080/0267257X.2015.1012535)

To link to this article: <http://dx.doi.org/10.1080/0267257X.2015.1012535>

PLEASE SCROLL DOWN FOR ARTICLE

Taylor & Francis makes every effort to ensure the accuracy of all the information (the "Content") contained in the publications on our platform. However, Taylor & Francis, our agents, and our licensors make no representations or warranties whatsoever as to the accuracy, completeness, or suitability for any purpose of the Content. Any opinions and views expressed in this publication are the opinions and views of the authors, and are not the views of or endorsed by Taylor & Francis. The accuracy of the Content should not be relied upon and should be independently verified with primary sources of information. Taylor and Francis shall not be liable for any losses, actions, claims, proceedings, demands, costs, expenses, damages, and other liabilities whatsoever or howsoever caused arising directly or indirectly in connection with, in relation to or arising out of the use of the Content.

This article may be used for research, teaching, and private study purposes. Any substantial or systematic reproduction, redistribution, reselling, loan, sub-licensing, systematic supply, or distribution in any form to anyone is expressly forbidden. Terms &

Conditions of access and use can be found at <http://www.tandfonline.com/page/terms-and-conditions>

Interact with me on my terms: a four segment Facebook engagement framework for marketers

Monica Alexandra Hodis, *Marketing, St. John Fisher College School of Business, USA*

Rajendran Sriramachandramurthy, *Marketing, Saunders College of Business, Rochester Institute of Technology, USA*

Hemant C. Sashittal, *Marketing, St. John Fisher College School of Business, USA*

Abstract Facebook is used by over 1 billion highly heterogeneous users each month. However, there exists little guidance for marketers when it comes to actionable consumer engagement strategies for this social media platform. The purpose of this article is to profile key segments of Facebook users and build an implementable marketing strategy framework that can help marketers better target their Facebook consumers, and better craft their marketing mix and Facebook campaigns. Based on focus group interviews and a qualitative survey, four distinct types of Facebook users are identified and profiled: attention seekers, devotees, connection seekers and entertainment chasers. Correspondingly, a four-segment marketing strategy framework is proposed to guide content creation and engage consumers in thriving Facebook brand communities.

Keywords Facebook; engagement; word-of-mouth; branding; qualitative

Introduction

Social networking sites (SNS) and online communities have become the top online destinations on the web (ComScore, 2014; Nielsen, 2012). Companies on SNS now encourage users to post their thoughts, share insights, provide information and knowledge regarding products and services, and act as emissaries of the brand (Gummerus, Liljander, Weman, Pihlström, & Coulter, 2012). In this sector, the sheer ubiquity and massive presence of Facebook is undeniable. With over 1.3 billion active users worldwide (Facebook, 2013), Facebook continues to be the dominant player. Collectively, users spend nearly 10 billion minutes on Facebook, and in the process create 4 billion pieces of content and upload 250 million pictures (Facebook, 2013; Rusli, 2012; Tsotsis, 2011).

Companies have been increasingly attempting to harness the power of online SNS such as Facebook (McAlexander, Schouten, & Koenig, 2002) but the challenges they face are many, and the results are at best mixed. For Facebook in particular, it appears that organisations have adopted one of two primary approaches: developing and maintaining a page for their brand and/or company,

or paying for served advertising. The latter seems to be favoured as many organisations have resorted to using Facebook as yet another broadcast medium and simply use it for advertising. The lure of advertising based on an exceptionally well targeted list of recipients is understandable; however, Webtrends (2011) reports that Facebook advertisements perform poorly averaging a click through rate (CTR) of less than 0.051%. Recent data from Salesforce suggests that Facebook advertisements perform marginally better now than in 2011, with an average CTR of about 0.2%, with some exceptions in the Telecom (0.9%) and Publishing industries (0.79%), and most industries with CTRs of 0.05% or less. These CTRs for Facebook advertisements are significantly lower than the industry average of 1% for traditional banner ads (Salesforce, 2013). This poor performance, despite the availability of valuable demographic and psychographic information, highlights the gap in the understanding of Facebook as a medium for marketing communication. While Facebook advertising continues to become increasingly expensive (Needleman & Marshall, 2014), recent research findings suggest that consumers are turned off by it altogether (Sashittal, Sriramachandramurthy, & Hodis, 2012). Sashittal and his colleagues found that the more user-relevant the served advertisement is, the creepier and more intrusive it is perceived to be by the individual. It comes as no surprise then that General Motors decided to drop out of Facebook advertising based on the conclusion that their \$10 million budget for Facebook advertising had no discernible benefit (Cohan, 2012). As more companies follow suit, Facebook continues to struggle to identify a viable business model outside of targeted advertising. To appeal to its business stakeholders, Facebook has created more elements for intrusive marketing such as sponsored stories, insertions into the newsfeed of its users and retargeting of advertisements. Such changes, however, could reduce Facebook's attractiveness to users, and have been shown to lead to frustration and increased privacy concerns (Hoadley, Xu, Lee, & Rosson, 2010).

While Facebook advertising is underperforming, brand pages, retail in particular, seem to be showing results. Compete, an online shopper intelligence firm, reports that 20% of the shoppers surveyed were influenced in their buying decisions by a retailer's Facebook page (Deluca, 2011). Data analytics firm Hitwise estimates that one Facebook fan could lead to 20 additional visits to the retailer's website (Goad, 2011). The prospects are encouraging, but the true potential of Facebook remains untapped. Many organisations have taken their Facebook marketing campaigns a step beyond simple advertising and established brand or company pages; however, few maintain it or manage it well. With little strategic guidance, most companies struggle beyond setting up the page and recruiting followers. While companies find it easy to attract a large number of 'likes' for their brand pages using incentives (coupons, prizes, etc.), their subsequent marketing efforts on Facebook are often spurious and inconsistent, and consumer involvement is generally low. A recent study by Valos, Ewing, and Powell (2010) has pinpointed segmentation and targeting in online media, as well as navigating the complicated brand meaning co-creation process specific to branding in the Web 2.0 era as key concerns for marketing executives. The principal cause lies in a general lack of understanding of this still evolving environment and its user base. Without a strong grasp of what continues to draw consumers to these digital media and how consumer affect and behaviour

are influenced by their usage, marketers will be unable to take advantage of the many benefits of Facebook (Hennig-Thurau et al., 2010).

The Facebook environment is very clearly different from other media, entails a different brand–consumer dynamic and requires novel marketing approaches. On the one hand, at first glance, it appears that Facebook provides the ideal environment to segment and target consumers based on the plethora of demographic information collected by Facebook and easily available to advertisers. However, advertising has been found to be both very costly and ineffective, and runs the risk of alienating the brand's audience (Sashittal et al., 2012). This approach also completely ignores the motivations that prompt the increased use of social media, be it making friends, building social capital or maintaining relationships (Ellison, Steinfield, & Lampe, 2007; Raacke & Bonds-Raacke, 2008). On the other hand, there is a low monetary cost associated with maintaining a brand community via Facebook pages (labour cost and the occasional cost of promotions) and no discernible negative consequences. Additionally, as the user's shopping behaviour becomes increasingly influenced by their social media interactions (Deluca, 2011; Goad, 2011), the lost opportunity cost of not maintaining an active brand presence on Facebook in order to effectively communicate with the brand's audience as well as guide consumer-to-consumer brand-related interactions can be damaging to a company's long-term success. Proper segmentation is the first step in building a scalable, efficient and effective marketing communication strategy and maintaining a thriving Facebook brand community. Lack of relevant and insightful segmentation results in a diluted form of please-all strategy and a generic Facebook brand presence that has neither impact nor relevance. Failing to understand the facets of its audience, the brand community becomes a simple broadcasting platform for a string of unrelated and unimaginative Facebook campaigns that fail to engage consumers, defeating the very purpose of marketing on SNS.

The primary purpose of this research effort is to develop a framework for segmenting Facebook users and guiding effective marketing strategies for content creation and consumer engagement on Facebook. Much of the research on Facebook and SNS is fragmented and diverse (Wilson, Gosling, & Graham, 2012). Given the gaps in the literature, a qualitative approach is used in order to gain greater insight into Facebook users and the nature of their Facebook usage as it pertains to consumer-to-consumer interactions as well as consumer-to-marketer interactions (i.e. what do individuals do on/with Facebook, how do they use it, why they use it in the way they do and what is their attitude towards marketing within Facebook). Using these insights, key Facebook segments are identified and appropriate marketing strategies are proposed for each segment of consumers. The proposed four-segment approach provides practitioners with essential and much-needed guidelines for building a Facebook brand community, and, at the same time, enriches the extant literature by providing a foundation for practically minded future research on Facebook marketing.

Literature review

Facebook and SNS have attracted a multitude of researchers from various fields. Extant work focuses mainly on the initial adoption of SNS and motivations for involvement (e.g. Dunne, Lawlor, Rowley, & Harridge-March, 2010; Sledgianowski

& Kulviwat, 2009), consumer behaviour in these online communities and attitudes towards privacy (e.g. Bergman, Farrington, Davenport, & Bergman, 2011; Hoadley et al., 2010; Hoy & Milne, 2010), as well as the paramount importance and value of engaging consumers using Web 2.0 (Bijmolt et al., 2010; Hoffman & Fodor, 2010; Kumar et al., 2010). However, there is a paucity of research that provides actionable guidance when it comes to the appropriate strategies marketers should use to successfully harness the power of social networking (Truong & Simmons, 2010). There is also a dearth of brand-focused Facebook research in general (Smith, Fischer, & Yongjian, 2012). Overall, there appears to be little understanding of consumer attitudes towards marketing and brands within the Facebook environment, or what drives customers' continued membership and level of involvement in the community once it has reached maturity.

Understanding Facebook

The bulk of the Facebook research falls into either descriptive analyses of the environment and its users, or their motivations for Facebook usage; the remainder of the research is usually limited to privacy concerns, self-expression or the role of Facebook in social interactions (Wilson et al., 2012). A large number of the descriptive studies focus on exploring who the users are (e.g. Raacke & Bonds-Raacke, 2008) and how they use Facebook (e.g. Hart, Ridley, Taher, Sas, & Dix, 2008; Johnstone, Todd, & Chua, 2009; Lampe, Ellison, & Steinfield, 2007; Marandi, Little, & Hughes, 2010). However, given the dynamic nature of the Facebook environment (in terms of its features, tools, etc.), and the exponential expansion of its diverse user base, little up-to-date managerial insight can be derived for marketers from their findings.

Even more prevalent is research aimed at understanding the motivations that drive Facebook usage in general (e.g. Joinson, 2008; Kim, Kim, & Nam, 2010; Ledbetter et al., 2011; Urista, Dong, & Day, 2009) or Facebook groups in particular (e.g. Park, Kee, & Valenzuela, 2009), as well as personality and identity research focused on the impact of the environment and inherent personality traits on self-expression and self-construal on Facebook (e.g. Christofides, Muise, & Desmarais, 2009; DeAndrea, Shaw, & Levine, 2010; Livingstone, 2008; Mehdizadeh, 2010; Peluchette & Karl, 2009). Some studies have specifically focused on the effect of Facebook usage and interactions on impression formation (e.g. Walther, Van Der Heide, Kim, Westerman, & Tong, 2008), social capital (e.g. Ellison et al., 2007) as well as emotional responses such as pleasantness (e.g. Wise, Alhabash, & Park, 2010) or jealousy (e.g. Muise, Christofides, & Desmarais, 2009). Overall, findings support a two-way effect between Facebook usage and psychological well-being. Results also show that Facebook plays an important role in the formation and maintenance of social capital, and social evaluations seem to emerge following an additive pattern.

While progress appears to have been made over the past few years in the analysis of behaviours on Facebook, and even some of their antecedents and consequences, very little has been said about marketing on Facebook. Researchers generally acknowledge the paramount importance of customer engagement through social media (Bijmolt et al., 2010; Kumar et al., 2010; Verhoef, Reinartz, & Krafft, 2010). They further recognise that, when seeking to engage the interactive consumer, Facebook and YouTube are the two most potent digital media due to

their inherent ability to engage the consumer in brand meaning co-creation and affect the marketplace (Deighton & Kornfeld, 2009). The literature also acknowledges that an effective marketing strategy for this new media requires new approaches that are better aligned with Facebook's characteristics and its effects on consumers (Henning-Thurau et al., 2010). Therefore, a strong need exists in both literature and practice for a research stream focused on marketing strategies and tactics for Facebook and other online social networks. The ultimate goal of this article is to provide the impetus for such a stream of research that will fill this widening gap in the marketing literature.

Online brand communities

Looking at online marketing in general, extant research has identified online brand communities as one of the key elements of Internet marketing within social networks. Brand communities are believed to be instrumental in building and reinforcing brand loyalty (Cova, Pace, & Tiu Wright, 2006; McAlexandre, Kim, & Roberts, 2003), attracting new product users, as well as gaining valuable insights into the brand's consumers (Muñiz & Schau, 2007; O'Guinn & Muñiz, 2005). They play an essential role in building and maintaining strong brands by fostering brand relationships and creating brand advocacy, and can even serve as distinct market segments (Matzler, Pichler, Füller, & Mooradian, 2011). Online brand communities have also been shown to lead to stronger brand commitment and increased sales (Adjei, Noble, & Noble, 2010; Kim, Choi, Qualls, & Han, 2008). For Facebook in particular, a greater engagement with a brand page has been shown to lead to greater brand loyalty, which in turn has a strong positive effect on brand commitment, word of mouth (WOM) and purchase; the intensity of the brand page usage was also shown to positively affect brand loyalty directly as well as indirectly via increasing engagement with the page (Jahn & Kunz, 2012).

Companies are also starting to take notice of the potential benefits of online communities for their customers and brands, and are actively attempting to create them (Jones, Temperley, & Lima, 2009). Although most are in the early stages of adoption, financial support is reported to increase for company-sponsored online communities (Moran & Gossieaux, 2010). However, no study to date fully addresses the question of how to build a successful brand community in SNS (McLaughlin & Davenport, 2010), and there is almost no guidance on how to build one on Facebook. The top challenges most companies face when attempting to establish and manage successful online communities are quite basic: getting people to engage and participate, attracting people, and getting people to keep coming back (Moran & Gossieaux, 2010). Without guidance on how to overcome these obstacles, marketer efforts often fall short and company commitment is still guarded at best, as most online communities are handled by part-time employees (Moran & Gossieaux, 2010).

Fisher and Durrance (2003) emphasised that online communities are formed and maintained around the consumer's needs to get and use information. Specifically, any social community embodies five important characteristics: (1) anticipates and forms around the need to get and use information, (2) exploits the information sharing capabilities of available technology, (3) transcends barriers to information sharing, (4) fosters social connectedness, and (5) emphasises collaboration among diverse information providers. A brand community is

defined as a specialised, non-geographically bound community, centred around a branded good or service, and based on a structured set of social relationships among admirers of that brand (Muñiz & O'Guinn, 2001). Similar to other communities, it is characterised by shared consciousness, rituals, traditions and a sense of moral responsibility (Muñiz & O'Guinn, 2001).

As online social networks, brand communities provide value to users as a source of mutual support ranging from utilitarian information exchange, to emotional support through expressed empathy, encouragement, affection and to social support by providing a sense of belonging and solidarity (Canhoto & Clark, 2013). However, emotional and social support is also derived from interacting with brands online (Wang & Fesenmaier, 2004) and represents an important source of value for consumers (Canhoto & Clark, 2013). Among social networking sites, Facebook in particular has been shown to develop social capital based on its usefulness in strengthening, expanding and maintaining past and present relationships among users (Ellison et al., 2007). Thus research suggests that brands interacting with consumers online should move beyond short-term approaches such as problem solving and information sharing, to the more lasting approaches of creating emotional ties and social bonding over the long term (Canhoto & Clark, 2013). An essential element determining the success of a brand community is its ability to create linking value, i.e. the value of the brand in the creation and maintenance of interpersonal links between consumers (Cova, 1997; Cova & White, 2010).

Facebook brand pages are in essence online brand communities, and should be treated as such instead of mass broadcasting mediums, which seems to be the general approach at the moment, and which explains their current inability to attract, engage and retain users. While setting up a page and sharing company news or distributing promotional coupon codes is important and satisfies a couple of the characteristics of an online brand community, the success of a Facebook brand page lies in its ability to transcend simple information sharing and foster connectedness and socialisation amongst the brand's followers, as well as between the brand and its followers. The goal of a brand's Facebook page should be to fully engage, integrate and immerse users in a vivid and active brand community (Jahn et al., 2012). However, such attempts cannot succeed without an understanding of the diversity of one's Facebook audience. A company's endeavour to create a thriving Facebook brand community is heavily dependent on its ability to understand the heterogeneity of its audience and tailor correspondingly differentiated Facebook marketing strategies. This is in line with Moran & Gossieaux's (2010) findings, which suggest that in the new hyper-social world, the key to building successful brand communities online lies in the marketer's ability to understand the key human traits of their audience, and act hyper-socially in return as a brand. In branding in general, it is increasingly necessary for companies to incorporate a broader understanding of their audiences and a greater reliance on the human factor, authenticity and transparency (Ind, 2006).

Segmenting SNS users and adjusting marketing strategies

Several research studies over the past decade have been aimed at understanding the social networking audience, and form the foundation for understanding and

segmenting the Facebook audience. A significant portion of this extant research is focused on identifying the roles, motivations and social structures within the social networking community based on several factors such as level of involvement (Golder & Donath, 2004; Hagel III & Armstrong, 1997; Waters & Gasson, 2005), length of membership (Brush, Wang, Turner, & Smith, 2005), content creators and consumers (Turner, Smith, Fisher, & Welser, 2005) and social types (Turner & Fisher, 2006). While useful in terms of providing insights into understanding the at-the-time new social media environment and its not as diverse and sophisticated yet users, these studies provide a limited basis today in terms of guiding segmentation and marketing strategy efforts.

More recently, Li and Bernhoff (2010) developed a social technographics ladder that classifies the vast majority of Internet users into one of the seven hierarchical categories based on their level of participation in social computing endeavours. At the top of the ladder resides the creators (24%) who are responsible for creating the content such as blog posts, videos, podcasts, pictures etc. Conversationalists (33%) represent those who participate by updating statuses on SNS and do so regularly. Critics make up 37% of the users and are responsible for posting rating, reviewing products, commenting on others posts such as those of creators and conversationalists and regularly contribute to online forums. A significant difference exists between the critics and collectors who make up the 20% of the users ranked at the midpoint of the technographics ladder. Collectors generally engage in more passive activities such as using the content created by others and participating in polls, tagging and similar low involvement activities. Of the remaining three groups joiners (59%) and spectators (70%) are rarely involved in the creation of content but tend to represent the majority of the users of SNS. They visit SNS regularly but engage in a purely passive format. The final group, inactives (17%), simply do not engage. The technographics ladder, while useful as taxonomy and for furthering the understanding of the behaviour of SNS users, has limited applicability when it comes to guiding marketing strategy in Facebook. The significant overlaps in behaviour, and the general lack of differentiation between the identified groups of users, make it untenable as a basis for segmentation and strategy building. In response to this research gap, one of the goals of this article is to develop a parsimonious segmentation framework for the Facebook users that can guide a brand's efforts to establish and maintain a successful presence on this SNS.

Another recent study by Kietzmann, Hermkens, McCarthy, and Silvestre (2011) does provide some general guidelines for social media strategy and types of activities companies should engage in on social media, but rather than using user characteristics to guide strategy, the authors focus on the functional characteristics of various social media environments (e.g. segmenting the platforms rather than the users). The authors propose a honeycomb framework for characterising social media environments based on seven functional blocks (identity, conversations, sharing, presence, relationships, reputation and groups), and argue that each social media platform inherently focuses only on three to four main functional blocks. Consequently, Kietzmann and his colleagues propose that social media marketing strategies should be guided by the 4Cs: (1) cognise, meaning understanding the social media environment, its functional implications for users, as well as identifying influences and gather competitive intelligence; (2) congruity between social media functionalities and company goals based on an understanding that the company no

longer controls the conversation and should increasingly focus on delivering consumer happiness and gathering consumer input; (3) curate, meaning the company needs to be appropriately represented online and act as the curator of brand related social media conversations and interactions, based on a better understanding of how and when to participate in these online conversations; (4) chase, meaning the company needs to constantly scan the social media environment following and understanding conversations and interactions in an ongoing and time-consuming chase for information.

While the 4Cs are very useful in helping companies identify the desirable social media activities they should undertake in general, they have limited applicability in guiding targeted marketing strategy for specific social media environments such as Facebook. Therefore, following the development of a Facebook segmentation framework, the second aim of this study is to propose a Facebook marketing strategy framework with an emphasis on electronic word-of-mouth (eWOM), which reflects the true power of the modern consumer. Consumers' online activities are increasingly focused on creating, modifying, sharing and discussing Internet content (e.g. the social media phenomenon), often times brand related, which can significantly impact a company's reputation, sales or very survival (Kietzmann et al., 2011). Collectively taken, the SNS users are part of a larger phenomenon labelled the groundswell – a paradigm shift where consumers use technology to get from each other what they used to get from corporations and institutions (Li & Bernhoff, 2010). The groundswell symbolises a shift in power from the firm to the consumer. This shift ushers in the need for change in the way in which businesses organise their marketing efforts. The influence of corporate advertising on shaping buyer behaviour is rapidly diminishing as consumers increasingly influence each other with their opinions and experiences (Kotler, Kartajaya, & Setiawan, 2010). More importantly, virtual consumer influence (also labelled as 'word-of-mouse') seems to be just as powerful in impacting consumer decision making as face-to-face interpersonal influence (Devalck, Van Bruggen, & Wierenga, 2009). The role of the consumer is fundamentally changing, from passive recipient of brand communications to active contributor of brand-related content, and participation in brand communities satisfies unique wants and needs and enables consumers to derive value beyond mere product consumption (Pralhad & Ramaswamy, 2004). In the end, consumers significantly contribute to companies in ways that go beyond mere purchase, the most obvious being word-of-mouth (Kumar et al., 2010). It is thus essential for companies to understand and appreciate the intrinsic value of building brand communities in Facebook. For marketing professionals and scholars, this transformation is a critical juncture that could shape the marketing strategy for the socially connected consumer.

Methodology

Data for the study were gathered by conducting two focus groups ($n = 25$) followed by a qualitative survey ($n = 65$) with students enrolled in a business school located in the north-eastern region of the United States. Qualitative research methods are recommended when seeking to enhance the understanding and underlying causes of human behaviour (Miles & Huberman, 1994). They are also considered to be an

excellent tool for building theoretical models and understanding the role and nature of corresponding constructs (Garver, 2003; Glasser & Strauss, 1967). Focus groups are suggested when the objective of the research is investigating and understanding feelings and opinions (Basch, 1987; Krueger & Casey, 2000). This methodology was also selected for its usefulness in understanding evolving social processes, and its overall proficiency in capturing contextual richness and allowing theoretical concepts to emerge from the data (Harwood & Garry, 2010; Strauss & Corbin, 1990).

Focus group participants (age 19–23, 40% male, 60% female) were recruited through announcements made in a marketing research class and received no extra credit. The questions and points for discussion used to guide the focus groups are provided in [Appendix A](#). Each focus group lasted about an hour, was made up of 12–13 students, was moderated by a one of the authors and the same sequence of topics was used. Focus group discussion was only stopped when it became clear that theoretical saturation was reached. Participants were asked general questions regarding their Facebook usage, attitudes and behaviour to elicit their normal Facebook experience. The moderator then guided the discussions through specific questions regarding their experiences with and attitude towards marketing, display advertising and brands in Facebook. Each group also reflected on their personal use of Facebook during a typical day, their goals in using the medium and their overall handling of information within the SNS. Each session was videotaped and then transcribed by all authors independently. After the focus group, participants were asked to write down any thoughts they might not have had a chance to share, as well as their Facebook usage data (e.g. the number of friends, frequency of checking, posting, commenting, etc.). Their written responses were analysed along with the interview transcripts. Two overarching dimensions emerged from the focus group discussions as bases for differentiation when it came to the individual's personal usage of Facebook as well as their brand-related interactions, whether with each other or with companies: information consumption and information creation. Each author then reviewed the transcript and coded items into consumption and creation patterns. The primary motivations for using the medium as well as their reactions to and interactions with brands on Facebook were also coded.

To mitigate any possible bias in the focus group data, the same information was also gathered from a different sample of 65 students using an online qualitative survey administered via Qualtrics. A similar methodology was recently used by Whiting (2009). The same sequence of open-ended questions used in the focus groups was included in the survey, along with Facebook usage information (consumption and creation), and the responses were coded and analysed in the same manner. Respondents were between the ages of 19 and 27, 39% male and 61% female. They had an average of 534 friends, and average daily Facebook activity consisted of 3.47 comments and 3.67 status updates. Following the recommendations of Cresswell (1998), the patterns and themes emerging from the data were identified and are discussed in the following sections.

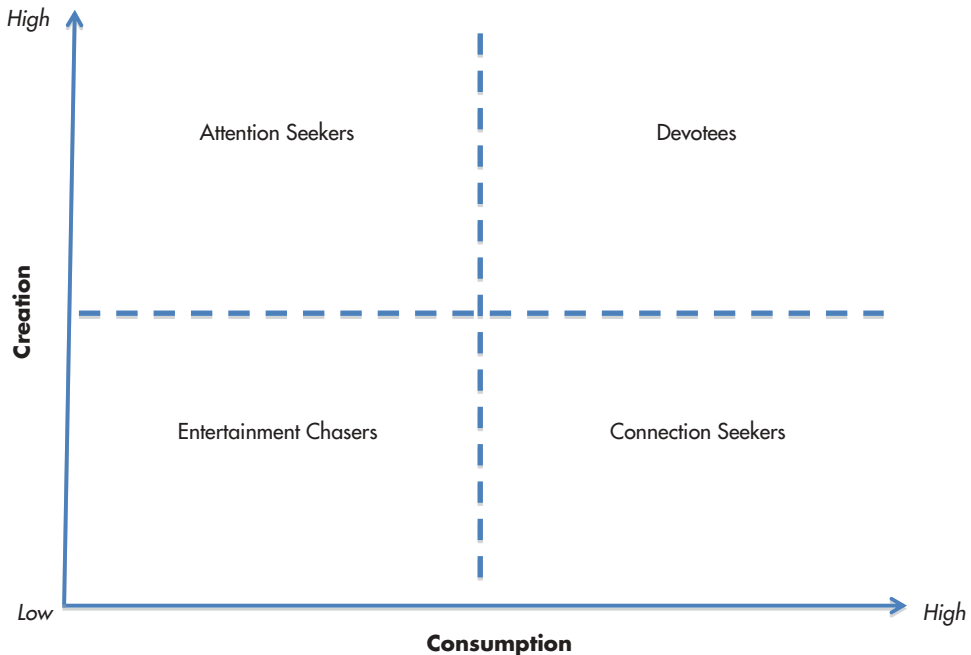
The Facebook segments

To develop a holistic and better understanding of the role and use of Facebook, the information from the focus groups, follow-up comments, as well as the qualitative

survey were combined in our analyses. A collaborative inductive process of analysis was implemented. First, we created broad categories for the participants' behaviour on Facebook, attitudes towards marketing on Facebook, and general use of the network. Then we coded the information from the focus group transcripts into the refined categories and subcategories including creation and consumption activities, as well as how and why they use the social media platform. Creation and consumption patterns were identified based on the aggregate Facebook activities undertaken by a given user that could be classified under creation of Facebook content, or consumption of Facebook content. For example, status update posts, pictures and comments are considered to be content creation, with a higher emphasis, however, on original content rather than comments. In a similar fashion, activities such as browsing posted content and pictures, as well as liking them, are considered to be consumption. User activities are considered both in terms of frequency as well as length of dedicated time.

Based on the respondent's level of creation and consumption, four different Facebook segments emerged as illustrated in [Figure 1](#): entertainment chasers, attention seekers, devotees and connection seekers. The four segments were then confirmed and their respective profiles were refined and completed based on the qualitative survey data. The forthcoming sections discuss each segment in detail. Understanding the different motivations and behaviours of each of these four segments of consumers on Facebook is essential in order to build effective marketing communication strategies and harness the potential of this medium.

Figure 1 The Facebook segmentation matrix.



Entertainment chasers

The first identified segment, *entertainment chasers*, is characterised by low levels of both creation and consumption on Facebook. Their primary motivation for using the website is to escape boredom by finding and consuming small bursts of entertaining content. One participant notes – ‘I use it [Facebook] more for entertainment, it’s fun to see what everyone is up to.’ Their primary means of accessing Facebook is via their mobile devices, which afford them the ability to repeatedly access the site in short bursts of time, whenever they are faced with a low level of activity or stimulation: ‘I access it many times throughout the day because I have it on my cell phone. Facebook is a cure for boredom’.

In order to maximise their ability to have constant entertainment at their fingertips, the *entertainment chasers* tend to have large networks of loosely bonded friends. Participant comments seem to indicate that Facebook can provide an endless stream of entertainment on a daily basis, by simply browsing the profiles, posts and especially pictures of users in their network as well as pictures of users in their friends’ network. Unless special security options are enabled, Facebook even allows one by default to view the pictures of users outside their ‘friend’ network provided that one of their friends has commented on or liked a single picture in the stranger’s album. Whether aware or unaware of this loophole, it seems that Facebook users often leave their pictures vulnerable to third-party browsing.

Attention seekers

Attention seekers are characterised by low levels of consumption and high levels of creation on Facebook. Their primary motivation for using Facebook is to garner the admiration, appreciation and even jealousy of their Facebook friends. For this purpose their posts and status updates are always me-centric, highlighting and glamorising events as well as day-to-day happenings in their own lives. While *attention seekers* thrive on the compliments and praise received from their Facebook network, they are also never shy about openly gushing about their great life. *Attention seekers* also tend to favour the use of pictures, with or without captions, as opposed to text only status updates, which appear to be kept to a minimum. They seem to think of themselves as the everyday celebrities of their social circle, and while they might not have a team of paparazzi hounding them like real celebrities do, attention seekers feel it is their duty to provide their friends and family with snapshots of their own glamorous lives. It does not even cross their minds that some people might not care to be witness to their day on the beach, food choices, new outfit or latest date. This is emphasised by the repeated use of the word ‘my’ and expression ‘my life’ by participants in this segment. One participant notes:

I use the photo application most often as well. It allows me to post pictures from where I may be and what I have been up to recently. This way my friends and family can still feel a part of my life.

Additionally, our findings indicate that they often comment in the threads created around their own posts (most often to simply thank their ‘fans’), but very seldom on the posts of any of their friends, simply because they do not take the time to read through their news feed. *Attention seekers* tend to have a large network of followers;

however, there seems to be a select small circle of closer knit relationships amongst their many Facebook friends. We also found that they use both a mobile device and a computer to access Facebook. While a computer is often a preferred access medium when it comes to their predilection for posting photo albums, a mobile phone is more useful in capturing and sharing the glamorous details of the *attention seekers*' daily lives. Among the four identified segments of Facebook users, *attention seekers* are the least likely to check their Facebook page on a frequent basis due to boredom or lack of stimulation.

Devotees

The Facebook *devotees* are characterised by both high levels of consumption and creation on Facebook. This label was chosen to depict both the very high level of involvement and the nature of the motivations for this category of Facebook users. Many participants who fall in this segment tended to identify themselves as 'addicted to Facebook'. However, the term is only meant as a hyperbole to highlight their devotion to the environment because of the benefits they derive from it, akin to someone saying 'I'm addicted to ice cream'. A primary motivation for the Facebook *devotees* is finding relief from whatever worries them in real life by immersing themselves in the Facebook universe and garnering the moral support of their Facebook friends. The following quote from a female participant is particularly illustrative:

Facebook plays a big role in my life. Putting a status on my wall makes me feel lighter and I feel popular. When I am sad, I share my stories with my friends that I don't see very often and they give me suggestions for my problems.

Facebook becomes a place where this segment of users can find someone to share their daily lives with, someone to rejoice at some minor accomplishment, or, more often, someone to listen to their troubles and offer words of encouragement. Overall, these users are seeking some much-needed emotional support. Unlike *attention seekers*, *devotees* are highly involved in generating new content for their walls, as well as reading and commenting on their friends' status updates. Their posts and comments are generally long, and they tend to prefer text status updates as opposed to pictures. Their primary means of accessing Facebook is a computer because of the amount of time spent on Facebook, but mobile usage is also strongly present. Multitasking appears to be the norm when interacting with Facebook. In fact, whenever engaged in any other type of online activity, Facebook *devotees* feel compelled to browse, post or comment on Facebook. For most users in this segment, Facebook browsing has become ritualised and absolutely essential to their normal daily functioning. While some participants felt that they were 'wasting hours at a time on Facebook just looking around at different things', they also expressed no desire or intention to curb their usage.

Connection seekers

The fourth and final segment is the *connection seekers*. These users are characterised by a high level of consumption and a low level of creation on Facebook. While connecting with friends and family is the most often self-

reported reason for using the social networking website, we found that only a portion of the Facebook users seem to be truly driven by the desire to connect with others as a primary motivation for being on Facebook. *Connection seekers* are not trying to compensate for a lack of human companionship in real life as *devotees* might. Simply put, they are social individuals who enjoy using this new medium in order to enhance daily life friendships as well as maintain past and present friendships when geographic separation or varying schedules get in the way. In other words, *connection seekers* have found in Facebook the perfect virtual hangout to have fun with their current and past real-life friends. As such, this segment of consumers values both the synchronous and asynchronous capabilities of the website as well as its multimedia support. Given their low level of creation, however, connection seekers often do not post original content and do not share their daily lives on Facebook. They will, however, often comment on their friends' posts and updates. What little content they do put on their walls is often impersonal in nature and it is just a means of sharing their interests or entertainment bits with their network of friends. Personal updates are generally limited to important life events for this segment of users. The following quote from a male participant captures the essence of this user segment:

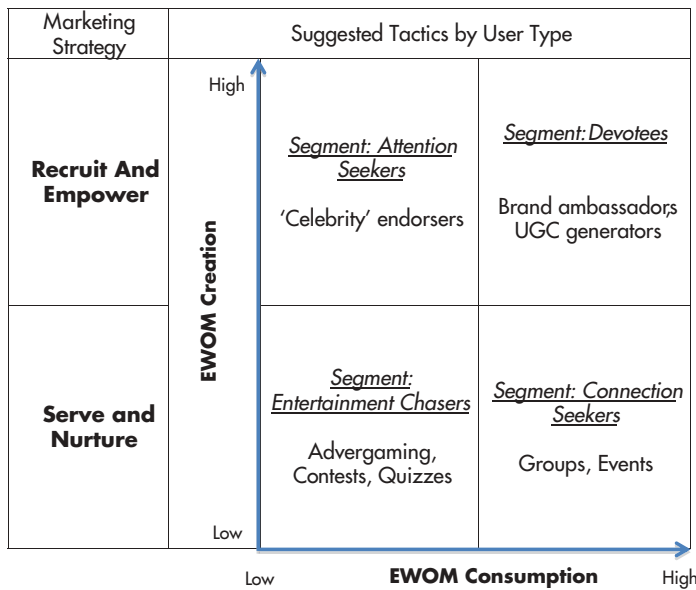
I've definitely seen some really funny things that have made me laugh. That's why I go on Facebook, to see what one person's status is and then someone might make fun of it or just say something funny and then you get twenty comments that are funny and if you know everyone that's talking about it, it's almost as if you're sitting in a circle right now and you get almost the same kind of feeling as if you're back in high school or whatever you're doing, you know. It kind of brings everyone together. You could be in different parts of the world and still talking about the same thing.

Connection seekers will most often access Facebook from their computers and are less prone to multitasking while on Facebook. This is a direct consequence of their primary motivation: Facebook is a way to hang out with friends when not at work/in school and when such an occurrence is not possible face to face. Therefore, unlike the other three segments of users who log onto Facebook at various times throughout the day, connection seekers tend to be on Facebook during evenings and over the weekend.

Marketing strategy findings: the four-segment approach for Facebook

Based on the profiles of each of the four segments of Facebook users described above, a differentiated marketing approach is proposed and illustrated in [Figure 2](#) for building and engaging a Facebook brand community. It is essential for marketers to understand that not all Facebook users are created equal, and thus they should not all be approached in the same manner. While marketing managers might not have control over consumer-to-consumer interactions, they can certainly control the framework they employ to facilitate and encourage this interaction (Hoffman & Fodor, 2010). Current Facebook marketing practices emphasise user interests instead of user overall behavioural characteristics, and the end result is that

Figure 2 Targeted marketing strategies by Facebook segment.



consumers are entirely turned off by the marketers’ efforts, especially Facebook advertising. As our findings confirm, they hate Facebook advertising, ignore it, and the closer the ads match the users’ profiles and online browsing behaviour, the more suspicious and resistant the user. The word most often used by our participants to describe Facebook advertising targeted based on their interests was ‘creepy’.

We propose here a better approach to marketing on Facebook, one tailored to the users’ natural tendencies, their overall behaviour and their motivations for using this medium. Specifically, we recommend that marketing communication strategies on Facebook should move away from advertising. The most effective digital platforms are those that are shifting away from disruptive to productive by meeting consumer needs and user psychographics (Martin & Todorov, 2010). Therefore, the right way for marketers to harness the potential of social media is by harnessing the power of its users, and this can only be achieved by engaging each category of users in a manner appealing to them and befitting the medium.

Specifically, the true power of social media lies in its ability to generate and propagate eWOM. However, recommendation behaviour cannot be determined based on purchase history or demographics (Ferguson, 2008), which might explain why few companies have been able to unlock social media’s potential for enabling and amplifying eWOM (Zeisser, 2011). The proposed Facebook segmentation framework is well suited for guiding a brand’s engagement efforts in this consumer-dominated medium. Our findings indicate that Facebook users’ tendencies for content creation and consumption on Facebook mirror their eWOM creation and consumption habits. As shown in Figure 2, attention seekers are

foremost creators of eWOM, *connection seekers* are consumers above all, whereas *devotees* do both almost equally.

Marketers should aim to recruit and empower *attention seekers* and *devotees* and maximise their natural tendencies to create and disseminate content on Facebook. Engaging these two segments, providing them with the tools to spread the word and influence their followers, would organically convert these types of consumers into brand ambassadors, even if just for the sake of bragging rights (Martin & Todorov, 2010). However, as it is described in greater detail in the corresponding sections below, recruitment and empowerment take slightly different forms for *attention seekers* and *entertainment chasers*.

At the same time, marketers should focus on nurturing the Facebook communities of *entertainment chasers* and *connection seekers* and on serving each with relevant content – entertaining the former and facilitating flocking for the latter. *Connection seekers* and *entertainment chasers* will be exposed to brand communications in two different ways. On the one hand, they form the bulk of the audience for both *attention seekers* and *devotees*. On the other hand, these two segments are also the most likely to be enticed by direct marketer efforts to attract them to the brand's Facebook page, albeit each via entirely different tools. A more detailed discussion of how and why brands should serve and nurture these two segments follows in the respective sections below.

Attention seekers

Attention seekers are the stars of their Facebook community (most of which is comprised of a large number of loosely linked followers) and can serve as very powerful real-life celebrity endorsers. Brands can leverage their own social capital and use it to empower attention seekers to become the face of the brand in their Facebook community. *Attention seekers* are generally not the consumers who will interact with the brand on Facebook on the brand's page. They will however create the needed social buzz and lend their own online social capital to the brand's image making it inherently 'cool' in each attention seeker's social circle. In turn, the *attention seeker* receives a social capital boost of their own via their association with the brand, or their 'insider's' brand knowledge, as exemplified in P&G's Vocalpoint campaign (Ferguson, 2008). The power of a brand in social media hinges on its ability to confer social importance to its users (Zeisser, 2011). Every Facebook community has its own *attention seekers* who just need to be recruited, empowered and validated through conspicuous, brand-initiated interaction. Empowerment can sometimes take the shape of giving faster or exclusive access to brand information or new products, and other times direct connection to the new product development cycle itself, as suggested by Ferguson (2008). For instance, *attention seekers* expect to be rewarded for their endorsement of the brand through means such as personalised messages from the brand and exclusive deals. Consider the following responses from two such participants:

I would like to see more promotions given to me through the use of Facebook. For example, if I have their link on my hobbies or likes then I should receive a certain discount because in a way I am doing some of their advertising.

I would like brands to engage with me in Facebook through messaging me here and there about new products, sales, or deals.

Devotees

Devotees, given their propensity to spend large amounts of time on Facebook, and their stronger ties to their Facebook social networks, are ideal brand ambassadors. While this segment could be easily enticed to spend some time interacting with the brand's Facebook page, marketers would be better served by tapping these high creation–high consumption individuals to create, post and disseminate their own brand-related content on the brand community's page as well as their own wall. This content can sometimes move beyond mere eWOM into user-generated brand content, found to be a richer, more entertaining option for the brand's audience (Cheong & Morrison, 2008). Our findings indicate that friend endorsement of Facebook brand pages legitimises their presences in the online community to the point that it is sometimes not even seen as marketing. Successful Facebook brand communities are those where a majority of posts and content come from fans rather than the brand itself (Neff, 2011). *Devotees* will be a brand's main content contributors. They want to interact with the company and are eager to share their opinions:

I think Facebook is a good platform for companies to interact with customers and find out their opinions. I think that if I ever needed to deliver a complaint or suggestion about their product, Facebook would be a very quick, convenient way to do it.

However, it is essential that brands not only entice consumer content, but also validate it by responding to it (Smith et al., 2012).

Connection seekers

The true measure of success for Facebook marketing is not the number of people 'liking' a brand's page, but the number of people who continue to interact with it in some shape or form after the initial adoption period. If appropriately nurtured, connection seekers will form the bulk of what could be called a brand's Facebook page 'regulars' and thus serve a critical role in the survival and growth of the brand community. While brand community patronage by *entertainment chasers* can be periodically enticed by contests, quizzes and advergaming, *connection seekers* will tune out unless interacting with the brand enables them in some manner to interact with their friends and even make new friends. Since the true motivation of connection seekers is to 'hang out', the only way to nurture a continued relationship with this particular segment is by co-opting them in brand events, or allowing them to form and participate in brand-centric groups. Sparking relevant discussion threads as updates is another simple way to attract *connection seekers*:

I would like brands to engage with me by telling me what new things are going on with their companies. I think this is also a good way to communicate with one another.

Unifying this group of consumers around a common goal or feeling, allowing them to jointly ‘live the brand’ can lead to tremendous levels of engagement and fiercely loyal, almost cultish, brand communities (Martin & Todorov, 2010). Extant research suggests that providing customers with an engaging meeting place leads to loyalty towards the brand and the brand community, which in turn generates positive word of mouth promoting both (Scarpi, 2010). It should be noted, however, that such community managers should not always endeavour to spark brand-centric conversations. Most effective for generating discussion are often random or banal statements, based on arbitrary or calendar events, that may often have little direct connection to the brand (Creamer, 2011). It might be a brand community, but it should not be about the brand, rather the emphasis needs to be on the lives of those using the brand, especially when it comes to engaging *connection seekers*. Brands need to proactively create a space that enables consumer-to-consumer interactions more so than consumer–brand interactions (Smith et al., 2012).

Entertainment chasers

Serving and nurturing *entertainment chasers* should be done by different means, as they will not engage with the brand in this same manner as *connection seekers*. *Entertainment chasers* are not willing to make much of an effort and will not engage in the brand community at all unless there is something in it for them, be it a tangible or intangible reward. An *entertainment chaser* in our study notes:

I suppose brands should have more contests with easy entry and not very labour intensive. Brands could find funny, interesting things to post, be it company related or not.

While entertaining videos, quizzes, polls, games are all highly recommended, in order to hold their loyalty, marketers are strongly encouraged to combine entertainment with competition by conducting contests offering various monetary rewards. In turn, these monetary rewards can lead to word-of-mouth even from this least active Facebook segment. Extant research indicates that coupons obtained through branded entertainment are perceived as consumer achievements and are thus most likely to be redeemed and shared with friends (Hudson & Hudson, 2006). Furthermore, contests centred on user-created content are believed to generate commitment, reinforce loyalty and even lead to delayed sales (Hoffman & Fodor, 2010).

Implementing the four-segment framework

The segmentation approach presented here is a powerful alternative to the traditional targeted advertising platform that Facebook provides for brands. It offers marketers a simple framework for achieving a goal that is becoming increasingly important: engaging their existing Facebook audience and encouraging positive eWOM. According to Nielsen (Nielsenwire, 2009b), there is an increasing segment of consumers (18%) who rely on social media as their core navigation and information discovery tool. Furthermore, Foresee Results reports that costumers who visit a retail site as a result of a social media interaction are highly likely to

purchase (Freed, 2011). However, not all interactions are created equal. Recommendations from personal acquaintances or those posted by other consumers online are the most trusted form of advertising (Nielsenwire, 2009a). Furthermore, it seems that virtual interpersonal influence does not profoundly differ from the traditional face-to-face influence, and the more time and more frequently one is socially involved in a virtual community such as a Facebook brand page, the more likely it is that the brand community will influence their behaviour (Devalck et al., 2009).

In the end, a successful marketing strategy for Facebook entails on the one hand strategic fit with the company's overall branding strategy (including integration with other digital and non-digital media channels), and on the other hand the simultaneous implementation of differentiated tactics for each of the four segments as outline above, in a balanced, dynamic and pro-active fashion. The biggest difference between this four-segment approach and the current practice is that the framework proposed here is based on aggregate behaviour rather than the 'of-the-moment' interests and likes listed by Facebook users, which may or may not be accurate, and are currently contributing to an overall negative or defensive consumer attitude towards marketing and advertising in social media. The four-segment approach is not about choosing a segment and targeting it better, but rather about understanding that all four segments are present in the brand's existing audience and need to be engaged with, and that each segment has very different preferences and motivations for engaging with the brand. In line with recent research, Facebook brand community managers should create a social atmosphere that emphasises and facilitates member interactions, and manage the community in a way that makes regular visits attractive and beneficial to its consumer audience (Devalck et al., 2009). Thus the brand needs to simultaneously deploy content and engagement tactics that appeal to all of the four segments and pull them into the brand community as opposed to push the brand community to the Facebook users. The participants in our study were in agreement on this point, across all four segments:

I want them to wait for me to find them

I would rather reach out to companies rather than them targeting me.

If they started sending requests to me it would probably annoy me and I would decline. Sending requests would be pushing their brand on me, and a lot of times when I receive requests for things I just ignore them.

While many companies are starting to master the task of incentivising consumers to 'like' their brand pages, giving these new community members a compelling reason to stick around and interact with the brand is proving difficult. And yet, it is that second essential skill that decides the success or failure of a Facebook brand community. The challenge in managing successful Facebook brand communities lies in a brand's ability to create that social atmosphere that de Valk and her colleagues talk about, and deploy campaigns and content that encourage continued involvement, and urge all or most community members to check back often and visit regularly, be it for content creation or consumption. The four-segment marketing strategy framework provides the necessary understanding of a brand's heterogeneous Facebook audience and their motivations, which then

allows brands to create and deploy attractive content that will engage their diverse audience and grow and strengthen the brand's Facebook community.

Of particular importance when using the four-segment framework is the need to use content, posts and updates that engage more than one of the identified segments. The key to successfully managing a brand community is creating well-rounded campaigns that appeal to more than one of the four identified segments simultaneously. If any particular segment feels ignored and fails to connect to the brand's communications on Facebook, they will stop engaging with and even following the brand, effectively abandoning the Facebook brand community. Furthermore, it is the consumer-to-consumer interactions as well as the interplay between the creators and consumers of content on the brand's Facebook page that keeps it vibrant and attractive to new and existing members. Therefore, it is recommended that any brand community content or campaign always appeals to more than one of the four segments. It is also essential that the content or campaign elicits both strong creation and consumption activities from consumers (e.g. if the only two segments engaged are both low creation, entertainment chasers and connection seekers, the limited, mostly brand-posted content, will quickly become stale and any elicited engagement will be short-lived). Truly successful Facebook campaigns should be designed to appeal to all four segments simultaneously and are based on a mix of brand-created and consumer-created content. Providing content that engages multiple segments allows consumers self-select and engage on their own terms reducing the feeling of being 'watched' and reinforcing an increased perception of control on the part of the consumer. They are being pulled into the brand community and seamlessly develop a relationship with and stronger affinity for the brand, rather than being pushed into it through unfortunate advertising or promoted posts, which are perfect examples of ineffective interruption marketing (Godin, 1999). In order to better illustrate the implementation of the four-segment framework, several successful examples that fit our recommendations are provided in [Table 1](#).

For example, the Allstate Mayhem campaign is a great example of how a brand can simultaneously engage all four segments of its audience using a pull approach that differentially encourages content consumption or creation, depending on the specific segment's natural inclination. Allstate's Mayhem character took centre stage on the brand's Facebook page and by personifying the dangers of everyday life and the associated need for insurance coverage, the irreverent character gathered over a million active Facebook fans. Allstate fans not only liked, shared and commented on the brand's Facebook page, but also created their own Mayhem moments and contributed content to the brand community with their own photos, videos and experiences. By humanising the brand and providing brand community members with a mix of brand-created as well as member-created examples of problems that affect everyday life, Allstate enticed all four segments of the brand community to engage. *Attention seekers* now had an outlet to provide their own content and examples by way of pictures and videos and attract more attention not only from their own friends but, most importantly, a whole new audience previously inaccessible to them. *Entertainment chasers* actively sought out the behind-the-scenes 'Mayhem Moments' on the company's Facebook page and enjoyed the voyeuristic experience of consuming the member generated content. *Devotees* had a reason to immerse themselves in the brand's page because they could consume, share and like the updates posted by other

Table 1 Examples of successful brand community engagement on Facebook.

Brand – Name of Campaign	Campaign Description	Engaged Segments
Lays – Do Us a Flavor	Using a crowd-sourcing approach, Lay's asked their Facebook community to identify a new potato chip flavour under the heading 'Do us a flavor'. The flavours would be created by the users and voted on by celebrities. The winner would receive \$1 million. Other brand community members commented, liked and provided their own flavour alternations. Members of the celebrities' communities also joined in to provide content. www.douasaflavor.com	Attention seekers, Entertainment chasers and Devotees.
Whole Foods Market – Baconfest	Community members were encouraged to share their comments and ideas for using bacon in various recipes. These comments were then voted on by other members of the community and the winner would receive a year's supply of bacon. Several recipes were reposted, shared and commented upon throughout the campaign. http://www.wholefoodsmarket.com/blog/whole-story/love-bacon-win-year-it	Attention seekers, Entertainment chasers, Devotees and Connection seekers.
Grey Poupon – Society of Good Taste	Users who 'liked' the Facebook page of the brand agreed to have their profiles checked to see if their choices measured up to the brand's 'requirements': Members who passed a certain level of quality were accepted in the 'Society of Good Taste'. Members who failed or 'liked' without agreeing to this process were summarily deleted. Deleted members proudly shared their woes on their own page, commenting on their lack of good taste, accepted members bragged about their exclusivity. http://www.nytimes.com/2012/09/12/business/media/grey-poupon-mustard-ups-the-ante-on-its-highbrow-image.html	Attention seekers, Entertainment Chasers, Devotees and Connection seekers.
Intel – Museum of Me	The site would access user Facebook data and within a minute generate a 2-minute walkthrough of a select collection of photos, photos of friends, videos, links and posts set to music and portrayed as a gallery presentation featured at a museum. http://www.intel.com/museumofme/en_US/r/index.htm	Attention seekers, Entertainment chasers.
Allstate – Mayhem	By personifying the dangers of everyday life and the need for insurance coverage, the irreverent Mayhem character gathered over a million Facebook fans. Fans not only liked, shared and commented but also created their own mayhem moments and contributed content with their own photos, videos and experiences. https://www.facebook.com/mayhemhere	Attention seekers, Entertainment Chasers, Devotees, and Connection Seekers.

members of the community as well as the brand. Additionally, *devotees* who were in search of empathy and emotional support were also given an outlet for sharing their own unfortunate stories. Finally, connection seekers engaged with posted content that resonated with them and were provided with the opportunity to connect and engage with members who had experienced similar problems or annoyances. Novel content as a result of community participation keeps the engagement fresh and provides a reason to visit the Allstate page regularly. The four segments in Allstate's audience are pulled into interacting with the brand community through the differential benefits it provides to each of them. In the end, insurance, a typically unsought product, is now transformed into something consumers want to engage with in a more meaningful way that goes above and beyond the passive consumption of advertisements pushed at them on broadcast media or even social media.

Conclusions

With over a billion users, Facebook's power and relevance to the field of marketing continues to grow exponentially. It permeates the consumers' daily lives, changing the way people spend their time online, as well as how they behave, share and interact with each other and the world around them (Nielsen, 2009). While Facebook is continuously rolling out new features, the changes are largely additive, with few significant updates and features (Wilson et al., 2012). This is a sign that the medium is now reaching a more mature and stable state, which makes understanding the Facebook community and how to engage them of paramount importance. As turbulence subsides, companies will need to understand how to make the brand an accepted and valued member of the social media community. The over one billion and counting people on Facebook are not likely to use the website in a similar manner, nor are they likely to have similar motivations just because they happen to be in the same demographic segment. This research recognises that the different segments of the Facebook population respond to different value propositions, and accordingly provides a four-segment framework for guiding content creation and engaging this diverse audience.

Responding to the diversity of the Facebook users is fundamental to marketing communication and the building of brand communities within Facebook. Currently, Facebook advertising offers a robust targeting system using demographics as its primary focus. While this is useful, it merely describes the 'who' of the customer, often sacrificing the 'why' of their behaviour. Facebook segmentation using a behaviour and motivation approach, as proposed here, answers the 'why' of users' actions leading to brand communications that have a higher likelihood of engagement because they cater to the user's dynamic needs and behavioural tendencies rather than their rigidly defined personas.

SNS such as Facebook provide a unique advantage by way of online analytics. Every key press, click and move can be tracked with near-perfect accuracy. However, most companies seem focused on utilising the information gathered primarily for the purpose of serving very targeted advertisements based on transient behavioural proxies, similar to direct marketing over postal mail. Instead of building a better profile of their customers, companies get better at

capturing snapshots of passing interests. Instead of effective integrated marketing communications campaigns, companies end up delivering disjointed, micro-targeted messages. The true meaning and advantages of a differentiated marketing approach are lost and instead of feeling important and catered to, customers end up feeling harassed and intruded upon. While micro-targeting has its uses and advantages, our findings indicate that within Facebook it is simply 'creepy'. It creates a strong feeling of intrusion and invasion of privacy, leading to negative attitudes towards the ad, and sometimes even the brand or Facebook. The users' relationship with Facebook is such that they perceive it as an intimate, safe environment where advertising is not only a nuisance but also an intrusion. The more targeted the ad, the more uncomfortable the user feels. In this highly personal space, advertising is the impersonal intrusion from an opportunistic stranger who knows far too much about the users' daily lives and changing interests. Given our findings and the fact that Facebook advertisement costs have more than doubled in recent years (Salesforce, 2013), marketing communication efforts in Facebook would be better served by staying away from advertising and focusing on actively developing strategies for a permanent Facebook presence and a more interactive Facebook brand experience.

In order to legitimise a brand's presence within Facebook and successfully engage consumers, it is necessary to maintain an up-to-date, interactive, entertaining and personalised page. However, success is contingent upon shared ownership of the page and brand presence with its Facebook audience. The four segments identified in this study should all be actively involved in the creation, curation and dissemination of the page's content. Specifically, the *attention seekers* and the *devotees* are a brand's biggest content creation resources. Appropriately empowered, they can become the driving force behind the brand's image and the relentless engine of its eWOM efforts. Additionally, retaining *connection seekers* is equally important because they will be the 'regulars' on the brand's page, promoting the community itself, keeping it active, and creating a sense of shared experiences. Unlike targeted broadcast advertising, this four-segment strategy utilises a pull-based approach where the brand becomes an invited member of the larger Facebook community instead of being perceived as the creepy stalker. Further, it also transfers the control over to the consumer so they may be in charge of the dyadic information exchange process, which in turn reduces consumer privacy concerns (Hoadley et al., 2010).

Of the many advantages of SNS, their ability to aggregate geographically dispersed audiences is one of their most important aspects. However, we find that it is also this component that brands appear to underuse the most. With a significant number of engaged consumers, the brand can easily facilitate crowd-sourcing efforts such as product testing, new logos, changes to advertisements and even trial run advertisements with little to no cost. This simple approach could have saved brands such as GAP,¹ and NBC the backlash they received upon changing their logos without consulting their customers (Zmuda, 2010). Facebook events for example, underutilised at the moment for marketing communication, can help connect the brand with its intended audience for such crowd-sourcing efforts and, most

¹GAP rolled out a new logo choosing to introduce it via their Facebook page. After a torrent of negative reactions posted by its customers, GAP redacted the new logo, and returned to the original within 48 hours.

importantly, offer a gathering space for *connection seekers* and a self-expression forum for *devotees*. By focusing on a strategy that actively co-opts the brand community's members in content creation, firms can now offer greater value to their consumers. The traditional view of the market as being company centric is no longer valid. Companies have mistakenly conceptualised customer relationship management as targeting and managing the 'right' customers (Prahalad & Ramaswamy, 2004), and company–customer interactions outside of consumption are not seen as a source of value creation (Normann & Ramirez, 1994; Wikstrom, 1996). Instead, the continuous consumer–company interaction should be viewed as the locus of value creation, where the information infrastructure is centred on the consumer and encourages active participation from information search, to configuration of products and services, to consumption, and beyond (Prahalad & Ramaswamy, 2004). Facebook may not be the platform to drive immediate purchases, but it may be the best place to drive consumer engagement through share creation of brand content by both the brand and its community members (Barwise & Meehan, 2010). It can be a powerful medium for brand building by combining both its online and offline efforts in one interactive site that better creates and communicate the brand's persona and promise, in order to engage consumers and drive brand loyalty.

Limitations and future research

The identified segments and presented strategies form the basis of a framework for building effective Facebook marketing communication strategies. However, additional research is necessary before it can be readily applied. First, the proposed framework should be tested in Facebook as well as other SNS. Second, the process by which to empower *attention seekers* and *devotees* is of considerable importance. Further, the role of incentives and which content leads to higher engagement for the different segments requires investigation. Using data scraped from actual Facebook pages over an extended period of time would increase the heterogeneity of the data and help develop best practices. The theory of planned behaviour (Ajzen, 1991) and uses and gratifications theory (Blumler & Katz, 1974) also lend themselves to this research effort.

The conclusions of this study are based upon findings from a single SNS using a single sample, namely Facebook and undergraduate students, respectively. While this subject pool is highly representative of the preferred target markets for Facebook, and qualitative efforts are recommended to extract the rich detail of phenomena being studied, caution must be exercised in generalising the results to other populations or SNS. Respondents could have misreported behavioural information, as we used self-reported rather than direct measures of Facebook use and behaviour. To address these concerns, future research should utilise multiple methodologies and psychometric measures. Longitudinal studies would be especially interesting to identify evolving changes between consumers and brands over a period of time. Recent changes to Facebook in its release of Graph Search and hashtags to entice users may potentially lead to changes in behaviour, which also warrant further scrutiny.

References

- Adjei, M. T., Noble, S. M., & Noble, C. H. (2010). The influence of C2C communications in online brand communities on customer purchase behavior. *Journal of the Academy of Marketing Science*, 38, 634–653. doi:10.1007/s11747-009-0178-5
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. doi:10.1016/0749-5978(91)90020-T
- Barwise, P., & Meehan, S. (2010). The one thing you must get right when building a brand. *Harvard Business Review*, 88(12), 80–84. Retrieved from <http://hbr.org/2010/12/the-one-thing-you-must-get-right-when-building-a-brand/ar/1>
- Basch, C. E. (1987). Focus group interview: An underutilized research technique for improving theory and practice in health education. *Health Education & Behavior*, 14(4), 411–448. doi:10.1177/109019818701400404
- Bergman, S. M., Farrington, M. E., Davenport, S. W., & Bergman, J. Z. (2011). Millennials, narcissism, and social networking: What narcissists do on social networking sites and why. *Personality and Individual Differences*, 50(5), 706–711. doi:10.1016/j.paid.2010.12.022
- Bijmolt, T. H. A., Leeflang, S. H., Block, F., Eisenbeiss, M., Hardie, B. G. S., Lemmens, A., & Saffert, P. (2010). Analytics for customer engagement. *Journal of Service Research*, 13(3), 341–356. doi:10.1177/1094670510375603
- Blumler, J. G., & Katz, E. (1974). *The uses of mass communications: Current perspectives on gratifications research*. Beverly Hills, CA: Sage.
- Brush, A. B., Wang, X., Turner, T. C., & Smith, M. A. (2005). Assessing differential usage of usenet social accounting meta-data. In *Proceedings of the SIGCHI Conference on Human Factors in Computing Systems* (pp. 889–898). Retrieved from <http://dl.acm.org/citation.cfm?id=1055097>
- Canhoto, I., & Clark, M. (2013). Customer service 140 characters at a time: The users' perspective. *Journal of Marketing Management*, 29(5–6), 522–544. doi:10.1080/0267257X.2013.777355.
- Cheong, H. J., & Morrison, M. A. (2008). Consumers' reliance on product information and recommendations found in UGC. *Journal of Interactive Advertising*, 8(2), 38–49. doi:10.1080/15252019.2008.10722141
- Christofides, E., Muise, A., & Desmarais, S. (2009). Information disclosure and control on Facebook: Are they two sides of the same coin or two different processes? *CyberPsychology & Behavior*, 12(3), 341–345. doi:10.1089/cpb.2008.0226
- Cohan, P. (2012). GM to Facebook: I'll waste my \$10 million elsewhere. *Forbes*. Retrieved from <http://www.forbes.com/sites/petercohan/2012/05/16/gm-to-facebook-ill-waste-my-10-million-elsewhere/>
- ComScore. (2014). *comScore Media Metrix® Ranks Top 50 U.S. Desktop Web Properties for April 2014*. Retrieved February 10, 2014, from <https://www.comscore.com/Insights/Market-Rankings/comScore-Media-Metrix-Ranks-Top-50-US-Desktop-Web-Properties-for-April-2014>
- Cova, B. (1997). Community and consumption: Towards a definition of the linking value of products and services. *European Journal of Marketing*, 31(3/4), 297–316. doi:10.1108/03090569710162380
- Cova, B., Pace, S., & Tiu Wright, L. (2006). Brand community of convenience products: New forms of customer empowerment – The case “my Nutella The Community”. *European Journal of Marketing*, 40(9/10), 1087–1105. doi:10.1108/03090560610681023
- Cova, B., & White, T. (2010). Counter-brand and alter-brand communities: The impact of Web 2.0 on tribal marketing approaches. *Journal of Marketing Management*, 26(3–4), 256–270. doi:10.1080/02672570903566276
- Creamer, M. (2011). When it comes to Facebook, relevance may be defined. *Advertising Age*. Retrieved September 30, 2013, from <http://adage.com/article/digital/marketing-a-brand-sbet-social-media-randomness/147272>

- Cresswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: Sage.
- DeAndrea, D. C., Shaw, A. S., & Levine, T. R. (2010). Online language: The role of culture in self-expression and self-construal on Facebook. *Journal of Language and Social Psychology*, 29(4), 425–442. doi:10.1177/0261927X10377989
- Deighton, J. A., & Kornfeld, L. (2009). Interactivity's unanticipated consequences for marketers and marketing. *Journal of Interactive Marketing*, 23(1), 4–10. doi:10.1016/j.intmar.2008.10.001
- Deluca, J. (2011, June 23). Facebook pages attract online shoppers to retailer sales and promotions. *Compete Pulse*. Retrieved September 30, 2013, from <http://blog.compete.com/2011/06/23/facebook-pages-attract-online-shoppers-to-retailer-sales-and-promotions/>
- Devalck, K., Van Bruggen, G. H., & Wierenga, B. (2009). Virtual communities: A marketing perspective. *Decision Support Systems*, 47, 185–203. doi:10.1016/j.dss.2009.02.008
- Dunne, Á., Lawlor, M., Rowley, J., & Harridge-March, S. (2010). Young people's use of online social networking sites – A uses and gratifications perspective. *Journal of Research in Interactive Marketing*, 4(1), 46–58. doi:10.1108/17505931011033551
- Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook "Friends": Social capital and college students' use of online social network sites. *Journal of Computer-Mediated Communication*, 12(4), 1143–1168. doi:10.1111/j.1083-6101.2007.00367.x
- Facebook. (2013). Retrieved September 30, 2013, from <http://newsroom.fb.com/Key-Facts>
- Ferguson, R. (2008). Word of mouth and viral marketing: Taking the temperature of the hottest trends in marketing. *Journal of Consumer Marketing*, 25(3), 179–182. doi:10.1108/07363760810870671
- Fisher, K. E., & Durrance, J. C. (2003). Information communities. In K. Christen & D. Levinson (Eds.), *The encyclopedia of community: From the village to the virtual world* (pp. 657–660). Thousand Oaks, CA: Sage Reference.
- Freed, L. (2011). Social media marketing: Do retail results justify investment? Retrieved September 30, 2013, from http://www.foreseeresults.com/research-white-papers/_downloads/social-media-marketing-u.s.-2011-foresee.pdf
- Garver, M. S. (2003). Best practices in identifying customer-driven improvement opportunities. *Industrial Marketing Management*, 32(6), 455–466. doi:10.1016/S0019-8501(02)00238-9
- Glasser, B. G., & Strauss, A. L. (1967). *The discovery of grounded theory: Strategies for qualitative research*. New York, NY: Aldine.
- Goad, R. (2011). 1 Facebook fan = 20 additional visits to your website. *Hitwise Intelligence*. Retrieved September 30, 2013, from http://weblogs.hitwise.com/robin-goad/2011/06/1_facebook_fan_20_additional_v.html
- Godin, S. (1999). *Permission marketing*. New York, NY: Simon & Schuster.
- Golder, S. A., & Donath, J. (2004, September). Social roles in electronic communities. Paper presented at Association of Internet Researchers conference, Brighton, England. Retrieved from <http://web.media.mit.edu/~golder/projects/roles/golder2004.pdf>
- Gritten, A. (2007). Forum-media proliferation and demands for new forms of research. *International Journal of Market Research*, 49(1), 15–23.
- Gummerus, J., Liljander, V., Weman, E., Pihlström, M., & Coulter, K. S. (2012). Customer engagement in a Facebook brand community. *Management Research Review*, 35(9), 857–887. doi:10.1108/01409171211256578
- Hagel III, J., & Armstrong, A. G. (1997). *Net gain*. Boston, MA: Harvard Business School Press.
- Hart, J., Ridley, C., Taher, F., Sas, C., & Dix, A. (2008). Exploring the Facebook experience: A new approach to usability. In *Proceedings of the 5th Nordic conference on Human-computer interaction: building bridge*, 471–474. Retrieved from <http://dl.acm.org/citation.cfm?id=1463222>

- Harwood, T., & Garry, T. (2010). It's Mine! – Participation and ownership within virtual co-creation environments. *Journal of Marketing Management*, 26(3–4), 290–301. doi:10.1080/02672570903566292
- Henning-Thurau, T., Malhotra, E., Frieger, C., Gensler, S., Lobschat, L., Rangaswamy, A., & Skiera, B. (2010). The impact of new media on customer relationships. *Journal of Service Research*, 13(3), 89–94. doi:10.1177/1094670510375460
- Hoadley, C. M., Xu, H., Lee, J. J., & Rosson, M. B. (2010). Privacy as information access and illusory control: The case of the Facebook news feed privacy outcry. *Electronic Commerce Research and Applications*, 9, 50–60. doi:10.1016/j.elerap.2009.05.001
- Hoffman, D. L., & Fodor, M. (2010). Can you measure the ROI of your social media marketing? *MIT Sloan Management Review*, 52(1), 41–49.
- Hoy, M. G., & Milne, G. (2010). Gender differences in privacy-related measures for young adult Facebook users. *Journal of Interactive Advertising*, 10(2), 28–45. Retrieved from <http://jiad.org/article130.html>
- Hudson, S., & Hudson, D. (2006). Branded entertainment: A new advertising technique or product placement in disguise? *Journal of Marketing Management*, 22, 489–504. doi:10.1362/02672570677978703
- Ind, N. (2006). *Beyond branding: How the new values of transparency and integrity are changing the world of brands*. Sterling: Kogan Page.
- Jahn, B., & Kunz, W. (2012). How to transform consumers into fans of your brand. *Journal of Service Management*, 23(3), 344–361. doi:10.1108/09564231211248444
- Johnstone, M., Todd, S., & Chua, A. P. H. (2009). Facebook: Making social connections. *Advances in Consumer Research*, 8, 234–236. Retrieved from http://www.acrwebsite.org/volumes/ap08/ap_2009_vol8_117.pdf
- Joinson, A. (2008, April 5–10). 'Looking at', 'Looking up' or 'Keeping up with' people? Motives and uses of Facebook. In *Proceedings of the SIGCHI conference on human factors in computing systems* (pp. 1027–1036). New York, NY: ACM. Retrieved from <http://dl.acm.org/citation.cfm?id=1357213>
- Jones, B., Temperley, J., & Lima, A. (2009). Corporate reputation in the era of Web 2.0: The case of Primark. *Journal of Marketing Management*, 25, 927–939. doi:10.1362/026725709X479309
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, 54, 241–251. doi:10.1016/j.bushor.2011.01.005
- Kim, J. H., Kim, M., & Nam, Y. (2010). An analysis of self-construals, motivations, Facebook use and user satisfaction. *International Journal of Human-Computer Interaction*, 26(11–12), 1077–1099. doi:10.1080/10447318.2010.516726
- Kim, J. W., Choi, J., Qualls, W., & Han, K. (2008). It takes a marketplace community to raise brand commitment: The role of online communities. *Journal of Marketing Management*, 24(3–4), 409–431. doi:10.1362/026725708X306167
- Kotler, P., Kartajaya, H., & Setiawan, I. (2010). *Marketing 3.0: From products to customers to the human spirit*. Hoboken, NJ: John Wiley & Sons. doi:10.1002/9781118257883.ch1
- Krueger, R. A., & Casey, M. A. (2000). *Focus groups: A practical guide for applied research*. Thousand Oaks, CA: Sage.
- Kumar, V., Aksoy, L., Donkers, B., Venkatesan, R., Wiesel, T., & Tillmanns, S. (2010). Undervalued or overvalued customers: Capturing total customer engagement value. *Journal of Service Research*, 13(3), 297–310. doi:10.1177/1094670510375602
- Lampe, C., Ellison, N., & Steinfield, C. (2007). A Face(book) in the crowd: Social searching vs. Social browsing. In *Proceedings of the 2006 20th anniversary conference on computer supported cooperative work* (pp. 167–170). Retrieved from <http://dl.acm.org/citation.cfm?id=1180901>
- Ledbetter, A. M., Mazer, J. P., DeGroot, J. M., Meyer, K. R., Mao, Y., & Swafford, B. (2011). Attitudes toward online social connection and self-disclosure as predictors of Facebook

- communication and relational closeness. *Communication Research*, 38(1), 27–53. doi:10.1177/0093650210365537
- Li, C., & Bernhoff, J. (2010). *Groundswell*. Boston, MA: Harvard Business School Press.
- Livingstone, S. (2008). Taking risky opportunities in youthful content creation: Teenagers' use of social networking sites for intimacy, privacy and self-expression. *New Media & Society*, 10(3), 393–411. doi:10.1177/1461444808089415
- Marandi, E., Little, E., & Hughes, T. (2010). Innovation and the children of the revolution: Facebook and value co-creation. *The Marketing Review*, 10(2), 169–183. doi:10.1362/146934710X505762
- Martin, K., & Todorov, I. (2010). How will digital platforms be harnessed in 2010, and how will they change the way people interact with brands? *Journal of Interactive Advertising*, 10(2), 61–66. Retrieved from <http://jiad.org/article132.html>
- Matzler, K., Pichler, E., Füller, J., & Mooradian, T. A. (2011). Personality, person-brand fit, and brand community: An investigation of individuals, brands, and brand communities. *Journal of Marketing Management*, 27(9–10), 874–890. doi:10.1080/0267257X.2010.543634
- McAlexander, J. H., Schouten, J. W., & Koenig, H. F. (2002). Building brand community. *Journal of Marketing*, 66(1), 38–54. doi:10.1509/jmkg.66.1.38.18451
- McAlexandre, J. H., Kim, S. K., & Roberts, S. D. (2003). Loyalty: The influences of satisfaction and brand community integration. *Journal of Marketing Theory and Practice*, 11, 1–11.
- McLaughlin, C., & Davenport, L. (2010, March). *Brand community success factors: A study of two Facebook brand community features*. Paper presented at the annual meeting of the American Academy of Advertising Conference, Minneapolis, MN.
- Mehdizadeh, S. (2010). Self-presentation 2.0: Narcissism and self-esteem on Facebook. *CyberPsychology, Behavior and Social Networking*, 13(4), 357–364. doi:10.1089/cyber.2009.0257
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis*. Newbury Park, CA: Sage.
- Moran, E., & Gossieaux, F. (2010). Marketing in a hyper-social world: The tribalization of business study and characteristics of successful online communities. *Journal of Advertising Research*, 50(3), 232–239. doi:10.2501/S0021849910091397
- Muise, A., Christofides, E., & Desmarais, S. (2009). More information than you ever wanted: Does Facebook bring out the green-eyed monster of jealousy? *CyberPsychology & Behavior*, 12(4), 441–444. doi:10.1089/cpb.2008.0263
- Muñiz, J. A. M., & O'Guinn, T. C. (2001). Brand community. *Journal of Consumer Research*, 27(4), 412–432. doi:10.1086/319618
- Muñiz, J. A. M., & Schau, H. J. (2007). Vigilante marketing and consumer-created communications. *Journal of Advertising*, 36, 35–50. doi:10.2753/JOA0091-3367360303
- Needleman, S. E., & Marshall, J. (2014). Facebook ads become costlier choice for small businesses. *The Wall Street Journal*. Retrieved September 30, 2013, from <http://online.wsj.com/articles/facebook-ads-become-costlier-choice-for-small-businesses-1407341983>
- Neff, J. (2011). How Mentos is still making a splash on Facebook. *Advertising Age*. Retrieved September 30, 2013, from <http://adage.com/article/news/mentos-making-a-splash-facebook/147951>
- Nielsen. (2009). *Global faces and networked places – A Nielsen report on social networking's new global footprint*. Retrieved from http://www.nielsen.com/content/dam/corporate/us/en/newswire/uploads/2009/03/nielsen_globalfaces_mar09.pdf
- Nielsen. (2012). *Social media report 2012: Social Media comes of age*. Retrieved September 30, 2013, from <http://www.nielsen.com/us/en/newswire/2012/social-media-report-2012-social-media-comes-of-age.html>
- Nielsenwire. (2009a). Global advertising: Consumers trust real friends and virtual strangers the most. Retrieved from <http://blog.nielsen.com>

- Nielsenwire. (2009b). Social media: The next great gateway for content discovery? Retrieved from <http://blog.nielsen.com>
- Normann, R., & Ramirez, R. (1994). *From value chain to value constellation*. Chichester: John Wiley and Sons.
- O'Guinn, T. C., & Muñoz, A. M. (2005). Communal consumption of the brand. In S. Ratneshwar & D. G. Wick (Eds.), *Inside consumption: Consumer motives, goals, and desires* (pp. 252–272). Abingdon: Routledge.
- Park, N., Kee, K. F., & Valenzuela, S. (2009). Being immersed in social networking environment: Facebook groups, uses and gratifications, and social outcomes. *CyberPsychology & Behavior*, 12(6), 729–733. doi:10.1089/cpb.2009.0003
- Peluchette, J., & Karl, K. (2009). Examining students' intended image on Facebook: What were they thinking? *Journal of Education for Business*, 85, 30–37. doi:10.1080/08832320903217606
- Prahalad, C. K., & Ramaswamy, V. (2004). *The future of competition: Co-creating unique value with customers*. Boston, MA: Harvard Business Press.
- Raacke, J., & Bonds-Raacke, J. (2008). MySpace and Facebook: Applying the uses and gratifications theory to exploring friend-networking sites. *CyberPsychology & Behavior*, 11(2), 169–174. doi:10.1089/cpb.2007.0056.
- Rusli, E. (2012). Facebook files an I.P.O. *The New York Times*. Retrieved from <http://dealbook.nytimes.com/2012/02/01/facebook-files-for-an-i-p-o/>
- Salesforce. (2013). *The Facebook Ads Benchmark Report*. Retrieved September 30, 2013, from <http://www.salesforcemarketingcloud.com/wp-content/uploads/2013/06/The-Facebook-Ads-Benchmark-Report.pdf>
- Sashittal, H. C., Sriramachandramurthy, R., & Hodis, M. (2012). Targeting college students on Facebook? How to stop wasting your money. *Business Horizons*, 55, 495–507. doi:10.1016/j.bushor.2012.05.006
- Scarpi, D. (2010). Does size matter? An examination of small and large web-based brand communities. *Journal of Interactive Marketing*, 24(1), 14–21. doi:10.1016/j.intmar.2009.10.002
- Sledgianowski, D., & Kulviwat, S. (2009). Using social network sites: The effects of playfulness, critical mass and trust in a hedonic context. *Journal of Computer Information Systems*, 49(4), 74–83. Retrieved from <http://connection.ebscohost.com/c/articles/43278848/using-social-network-sites-effects-playfulness-critical-mass-trust-hedonic-context>
- Smith, A. N., Fischer, E., & Yongjian, C. (2012). How does brand-related user-generated content differ across YouTube, Facebook, and Twitter? *Journal of Interactive Marketing*, 26(2), 102–113. doi:10.1016/j.intmar.2012.01.002
- Strauss, A. C., & Corbin, J. M. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. London: Sage.
- Truong, Y., & Simmons, G. (2010). Perceived intrusiveness in digital advertising: Strategic marketing implications. *Journal of Strategic Marketing*, 18(3), 239–256. doi:10.1080/09652540903511308
- Tsotsis, A. (2011). Mark Zuckerberg explains his law of social sharing. *TechCrunch*. Retrieved from <http://techcrunch.com/2011/07/06/mark-zuckerberg-explains-his-law-of-social-sharing-video/>
- Turner, T., & Fisher, K. E. (2006). Social types in technical newsgroups: Implications for information flow. *International Journal of Communication Law Policy*, Autumn, 1–21. Retrieved from http://www.ijclp.net/files/ijclp_web-doc_8-11-2006.pdf
- Turner, T., Smith, M. A., Fisher, D., & Welser, T. (2005). Picturing Usenet: Mapping computer-mediated collective action. *Journal of Computer-Mediated Communication*, 10(4), 00. doi:10.1111/j.1083-6101.2005.tb00270.x
- Urista, M. A., Dong, Q., & Day, K. D. (2009). Explaining why young adults use Myspace and Facebook through uses and gratifications theory. *Human Communications*, 12(2), 215–229.

- Valos, M. J., Ewing, M. T., & Powell, I. H. (2010). Practitioner prognostications on the future of online marketing. *Journal of Marketing Management*, 26(3–4), 361–376. doi:10.1080/02672571003594762
- Verhoef, P. C., Reinartz, W. J., & Krafft, M. (2010). Customer engagement as a new perspective in customer management. *Journal of Service Research*, 13(3), 247–252. doi:10.1177/1094670510375461
- Walther, J. B., Van Der Heide, B., Kim, S., Westerman, D., & Tong, S. T. (2008). The role of friends' appearance and behavior on evaluations of individuals on Facebook: Are we known by the company we keep? *Human Communication Research*, 34(1), 28–49. doi:10.1111/j.1468-2958.2007.00312.x
- Wang, Y., & Fesenmaier, D. R. (2004). Towards understanding member's general participation in and active contribution to an online travel community. *Tourism Management*, 25(6), 709–722. doi:10.1016/j.tourman.2003.09.011
- Waters, J., & Gasson, S. (2005). *Strategies employed by participants in virtual learning communities*. Paper presented at Hawaii international conference on system sciences (HICSS-38), IEEE Software Society, AIS, Manual, HI. doi:10.1109/HICSS.2005.564
- Webtrends. (2011). *Facebook advertising performance benchmarks & insights*. White paper available at www.webtrends.com. Retrieved from <http://f.cl.ly/items/2m1y0K2A062x0e2k442l/facebook-advertising-performance.pdf>
- Whiting, A. (2009). Push, scream, or leave: How do consumers cope with crowded retail stores? *Journal of Services Marketing*, 23(7), 487–495. doi:10.1108/08876040910995275
- Wikström, S. (1996). Value creation by company – Consumer interaction. *Journal of Marketing Management*, 12(5), 359–374. doi:10.1080/0267257X.1996.9964422
- Wilson, R. E., Gosling, S. D., & Graham, L. T. (2012). A review of Facebook research in the social sciences. *Perspectives on Psychological Science*, 7(3), 203–220. doi:10.1177/1745691612442904
- Wise, K., Alhabash, S., & Park, H. (2010). Emotional responses during social information seeking on Facebook. *Cyberpsychology, Behavior, and Social Networking*, 13(5), 555–562. doi:10.1089/cyber.2009.0365
- Zeisser, M. (2011). *Unlocking the elusive potential of social networks*. Retrieved September 30, 2013, from http://www.mckinsey.com/insights/marketing_sales/unlocking_the_elusive_potential_of_social_networks
- Zmuda, N. (2010). *Filling in the gap of a rebranding disaster*. Retrieved January 19, 2015, from <http://adage.com/article/news/branding-gap-s-logo-change-disaster/146525/>

Appendix A. Focus group questions

Engagement with Facebook:

- In what way do you use Facebook and how much time do you spend on Facebook every day?
- Why do you use Facebook? What explains the time you spend on Facebook?
- What do you think about Facebook in general? How does it fit in your life?

Customer Engagement with Brands on Facebook:

- Talk about your experiences interacting with brands on Facebook. Do you follow/like firms/brands on Facebook?

- What do you think/feel about brands maintaining a Facebook presence?
- What do you think/feel about brands approaching you on Facebook?
- What do you think/feel about the various ways in which brands use Facebook, e.g. notifications, coupons, brand pages, brand events, brand contests, brand launches, ads, etc.?
- What would make you engage with brands on Facebook?

Engagement Value:

- Have you bought products as a result of something you have seen on Facebook?
- Tell us about situations when, as a result of something you have seen on Facebook, you have:
 - Talked up a brand, provided word of mouth
 - Liked a brand post
 - Interacted with a brand
 - Provided feedback on the brand's Facebook page
 - Shared news with your friends about a brand
 - Complained about a brand or company on their Facebook page, yours or other pages

About the authors

Monica A. Hodis, PhD, is an assistant professor of Marketing at the St. John Fisher College School of Business in Rochester, NY. She holds a PhD in Business Administration specialising in Marketing. Her research explores consumer behaviour in the realm of social media, branding, haptics and gaming.

Corresponding author: Monica A. Hodis, Assistant Professor of Marketing, St. John Fisher College School of Business, 3690 East Avenue, Rochester, NY 14618, USA.

T 585-899-9783

E mhodis@sjfc.edu

Rajendran Sriramachandramurthy, PhD, is an assistant professor of Marketing at the Saunders College of Business at the Rochester Institute of Technology, in Rochester, NY. He holds a PhD in Business Administration specialising in Marketing. His research is focused on the adoption, use and abuse of technology within a marketing context.

Hemant C. Sashittal (PhD, Business Administration, Syracuse University) is Professor of Marketing at the St. John Fisher College School of Business in Rochester, NY. His research interests include marketing strategy, implementation, product innovation and pedagogy.