

AN EXAMINATION OF FACEBOOK UTILIZATION BY PARKS AND
RECREATION DEPARTMENTS IN TEXAS

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DEDICATION

To Leah, Eli, and Emmy; my life's motivation.

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ABSTRACT

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The current study investigated Facebook utilization by Parks and Recreation departments in Texas, including the prevalence and means of use, departmental goals for Facebook, methods of evaluation, and predictors of page likes. Using a relationship marketing theory as a basis, an online survey was developed and sent to all members of the Texas Recreation and Park Society, representing 203 distinct agencies. A total of 57 responses were received, or approximately 28% of the sample population. Descriptive statistics were presented for Facebook use, goals, and evaluation. A stepwise regression analysis found 5 significant models predicting page likes, with the fifth model accounting for the greatest amount of variance (57.1%; adj. $R^2 = .571$, $p < .001$). The final model included the frequency a department posts to their Facebook page, the number of years the Facebook page has been in existence, the population size of the city in which the department resides, department utilization of paid advertising, and those departments reporting high fan engagement. Results presented are discussed, and practical implications for Parks and Recreation Facebook pages are provided.

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CHAPTER I

INTRODUCTION

Facebook is the world's largest social networking site, beginning in 2004 as a way for Harvard students to connect with each other. Since then, it has expanded to include 1.5 billion monthly active users, whereas Twitter has, in comparison, approximately 300 million monthly active users (Mihalcik, 2015). Research by Duggan, Ellison, Lampe, Lenhart, and Madden (2015) noted that although its overall growth has started to slow, Facebook is still the most popular form of social media, being used by 71% of internet users and representing 58% of the entire U.S. adult population. This compares to only 23% of adult internet users on Twitter, 26% on Instagram, and 28% on Pinterest and LinkedIn (Duggan et al. 2015).

Facebook usage statistics are somewhat staggering. According to Facebook ("Facebook Newsroom: Company Info," n.d.), September 2015 saw on average 1.01 billion daily active users, 894 million mobile daily active users, 1.55 billion monthly active users, and 1.39 billion mobile monthly active users. Furthermore, Facebook set an impressive record on Monday, August 24, 2015, when one billion people used Facebook in one day, which accounts for approximately 1 in 7 of the world's population (Dredge, 2015).

Further data from The Digital Consumer Report (The Nielsen Company, 2014), which studied Facebook and social media usage, found how many millions of unique visitors accessed Facebook per month on average, and for how long. They found 132

million unique visits via a desktop computer, for an average of 6 hr 24 min per month; 109 million unique visits via smartphone applications, for an average of 7 hr and 43 min per month, and; 93 million unique visits via smartphone browsers, for an average of 40 min per month (The Nielsen Company, 2014). Combined, The Nielsen Company (2014) reported that mobile access to Facebook has outgrown desktop computer access for unique users.

boyd (*sic*) and Ellison (2008) defined social network sites as an online entity allowing people to make a profile, make a list of connections, and view the profile of those they are connected to. They also distinguished between the terms ‘network’ and ‘networking,’ preferring the term network as it avoids the implications of “relationship initiation, often between strangers” (boyd & Ellison, 2008, p. 211). However, this definition is now somewhat outdated as it fails to address how businesses or organizations fit into social media, which for Facebook began in 2010 with the creation of ‘pages.’ A definition by Nair (2011) is more general and applicable to the capabilities offered by current social media platforms, when he defined social media as “online tools where content, opinions, perspectives, insights, and media can be shared” (p. 45).

The Texas Recreation and Park Society (TRAPS) is a nonprofit educational and professional organization established in 1937 and is a state affiliate member of the National Recreation and Park Association (NRPA). Its mission is to “provide education, advocacy and resources to all who enhance the quality of life through parks, open spaces and recreation” with core values including integrity, dedication, excellence, advocacy, and service (“About TRAPS,” n.d.). TRAPS boasts a membership of approximately

2,000 parks and recreation professionals, students, and citizen advocates which are divided geographically into five regions, north, south, east, west, and central.

Parks and Recreation departments are municipal government entities providing recreational experiences and, generally speaking, such entities are service driven and seek to enhance quality of life, reduce crime, and increase property values for local residents (Mull, Bayless, & Jamieson, 2005). Funding of municipal Parks and Recreation departments is primarily derived from taxation and from issuing bonds like general obligation or revenue bonds (Kraus, 1990). Municipalities also employ a fee structure to cover costs of providing services as an expanded revenue source (Kraus, 1990).

The academic study of social media platforms has been evident in digital ethnography studies such as Baker (2013), Murthy (2008), and Waite & Wheeler (2014). Digital ethnography is the “process of conducting research aimed at exploring cultural phenomena in a digital space” (Waite & Wheeler, 2014, p. 668). Murthy (2008) looked at the rise of digital ethnography as a tool to study emerging technologies, including the use of online questionnaires with social networking sites. Murthy (2008) justified the use of social networking sites in academic research and noted the immense potential such technologies offer. Furthermore, Baker, (2013) looked at the use of Facebook in ethnographic research, and how it can be utilized as a tool in longitudinal studies. The author detailed how the research benefitted from the use of Facebook and concluded that Facebook can enhance ethnographic study (Baker, 2013). This further justifies Facebook as a viable tool for academic research.

Pronschinske, Groza, and Walker (2012) noted that there is limited literature investigating Facebook theory and research in the field of sport marketing. This resulted in the authors developing a research approach based upon a review of trade publications, social media research, and an expert panel of scholars. Similarly, the research of Waters, Burnett, Lamm, and Lucas (2009) investigated Facebook based on concepts generated outside of theoretical frameworks, including review of trade publications and blogs.

A lack of theoretical framework in sport management discourse on social media has been identified in literature reviews by Filo, Lock, and Karg (2015) and Abeza, O'Reilly, Séguin, and Nzindukiyimana (2015). Following recommendations by both Filo et al. (2015) and Abeza et al. (2015) to employ a theoretical grounding, the current research will use relationship marketing theory as a basis for the study. Relationship marketing refers to the way an organization develops, builds, and maintains relationships with stakeholders to meet the needs of all parties involved (Grönroos, 2004). Relationship marketing is said to align well with social media's role "in cultivating more meaningful exchange relationships" (Filo et al. 2015, p.168).

Purpose

The purpose of this study was to examine how Texas Parks and Recreation departments utilize Facebook as a form of social media, reasons for use, and how or if they evaluate or measure Facebook goal attainment. From the results, data will be used to suggest practical application of best practices for social media use specific to Parks and Recreation departments to assist users to increase Facebook page likes. Nair (2011) suggested that comparing social media strategies was an important component when

developing social media content, and that Facebook users should try to understand what others are doing to get better results themselves.

To examine Facebook utilization by Parks and Recreation departments, a survey instrument was sent to all TRAPS member Parks and Recreation departments to garner information about how those departments utilize Facebook. This approach was preferred because Facebook algorithms that affect the content which users see populated in their newsfeed are constantly changing and evolving, as are the Insight tools Facebook provides. This can make content analysis unreliable (Houk & Thornhill, 2013, p 385 - 387; Lipsman, Mudd, Rich, & Bruich, 2012). Furthermore, limitations due to the sheer size and scale of Facebook is necessary, as evidenced in previous which has been limited to reporting only desktop computer Facebook use or limited population groups (Chen 2014; Chin, Lu, & Wu, 2015; Wells & Link, 2014). Assessing Parks and Recreation departments offered an improved understanding into how a specific industry utilizes Facebook, with practical implications for other users within the same industry.

Significance

It can be argued that consumers now expect organizations and companies to have a presence in social media, and Facebook specifically (Nair, 2011; Parsons, 2013) while Parsons (2013) also noted that academic research into how organizations are using social media is lacking. The present research sought to address that deficiency by studying a specific industry segment and identifying the nature of their Facebook use, which has been reported to be “worthy of academic pursuit” (Waite & Wheeler, 2014, p. 673). Ramsay (2010) noted that the power of social media was important for organizations to

be aware of, and failure to do so could result in customers taking over the conversation about the brand. Kaplan and Haenlein (2010) also pointed out the need to understand that the content flow of user generated content in social media means that companies are no longer in control of the information available about them. Similarly, failure to respond to negative social media postings could lead to financial losses and can be detrimental to a brand's image (Ramsay, 2010). Furthermore, Kaplan and Haenlein (2010) noted the low cost and high levels of engagement that social media provides is relevant to an array of company types, including governmental agencies.

By evaluating how Parks and Recreation departments utilize Facebook, suggestions for improving practice can result in increased visibility of content, increased stakeholder engagement, and further development of stakeholder relationships. For example, Lipsman, Mudd, Rich, and Bruich (2012) suggested that publishing highly engaging content, or publishing more often, can increase newsfeed views. Furthermore, boyd and Ellison (2008) posited that Facebook can be used to solidify offline relationships (p. 221). Due to the actual real-world experiences that Parks and Recreation departments' purport, boyd and Ellison's (2008) position suggested that developing Facebook relationships could help improve organizational goals by improving offline consumption of parks and recreation products.

Facebook was chosen for analysis as it is the most popular social network site (Well & Link, 2014). Furthermore, Nair (2011) noted that each form of social media has its own nuances, thus supporting the decision to focus on only one platform due to the time limitations of the researcher. The differences between social networking sites was

also highlighted by Well and Link (2014) who stated that the user patterns on Facebook differ from those of other social networking sites.

Research Questions

This study examined Texas Recreation and Park Society member departments' use of the social media platform Facebook. Via an online survey, departments were asked how and why they use Facebook, and how they evaluate its use. These responses were then analyzed to determine which factors affect page popularity, which was then posited as modes of best practice for Parks and Recreation departments to follow. Research questions included:

Research question 1: What is the prevalence and means (e.g., frequency of posts, time of day posts are made, user interactions, and type of content) by which Parks and Recreation departments use Facebook?

Research question 2: What is the purpose for Facebook use by Parks and Recreation departments?

Research question 3: What methods (e.g., Facebook Insights) are used by Parks and Recreation departments to evaluate their Facebook use?

Research question 4: What is the best predictor (e.g., frequency of posts, time of day posts are made, user interaction, and type of content) of Parks and Recreation department Facebook page popularity (e.g., number of likes)?

Assumptions

One assumption of the study was that the individuals responding to the survey had the requisite knowledge to do so, and would do so truthfully. To address this, the

recruitment letter sent to the sample population requested that the individual tasked with maintaining the departmental Facebook page be the one to participate. Furthermore, participant confidentiality was maintained, and participation in the study was completely voluntary. Also, it was assumed that the survey would provide data that would enable the research questions to be answered. Expert review of the instrument, as well as a pilot study, was conducted to test the instrument for validity and reliability.

Delimitations

The current study was delimited to Parks and Recreation departments in the state of Texas. Initial inquiry was made with the national recreation and parks association to utilize their contact database, however, access was not offered without caveats of data ownership remaining with the organization. Furthermore, Facebook was the social media platform chosen to be investigated in large part due to its clear popularity over other platforms. The methods of Facebook use evaluation by departments was delimited to only those tools available within Facebook itself, as this was the most succinct and efficient option available to the researcher.

Limitations

This study utilized the contact list of TRAPS, which may not be a complete and/or up-to-date listing of all parks and recreation members and departments. Multiple regression is also limited in that it only provides strength of relationships, and no causal mechanism as to why these relationships might occur. Another limitation would be that the study collected data from a single point in time, and did not take into consideration any longitudinal factors (Filo et al., 2015).

Summary

The current research investigated how Parks and Recreation departments in Texas utilize Facebook as a social media platform. Research questions sought to answer the prevalence and means by which Parks and Recreation departments use Facebook, the purpose for Facebook use, methods used for evaluation of Facebook use, and the best predictor of Facebook page popularity. From these, practical implications for improved Facebook use by Parks and Recreation departments in Texas were shown as ways to increase page likes.

Definitions

Ads – paid promotions that display in newsfeeds of users.

Applications – integrated software allowing for users to perform tasks not provided for by Facebook.

EdgeRank Algorithm – used by Facebook to populate stories into users' newsfeed (Lee, Hosanagar, and Nair, 2014).

Engage – the number of users to click on a post (Houk and Thornhill, 2013). Number of unique users to have clicked on a post within 28 days of publication (Waite and Wheeler, 2014).

Follow – see posts shared publicly from those you follow in your news feed (previously subscribe) without the need to like their page/profile (www.Facebook.com/help accessed 9/24/15).

Friend – a connection in Facebook (boyd & Ellison, 2008).

Like – a way for a Facebook user to support content on a page or the page itself (Brettel, Reich, Gavilanes, and Flatten, 2015).

Newsfeed – list of posts or stories from friends and pages that a user likes or follows (www.Facebook.com/help accessed 9/24/15).

Pages – business, organization, and brand profiles with additional features to help promotion (www.Facebook.com/help accessed 9/24/15). Available on Facebook since 2007 (Lee et al., 2014).

Page Insights – general page and post specific metrics provided by Facebook dashboard interface (Houk and Thornhill, 2013).

Posts – individual items shared on Facebook with friends and followers (www.Facebook.com/help accessed 9/24/15).

Profile – a collection of a user’s photos, stories and experiences (www.Facebook.com/help accessed 9/24/15).

Reach – the number of Facebook users who saw a post (Houk and Thornhill, 2013).
Number of unique users to have seen a post within 28 days of publication (Waite and Wheeler, 2014).

Share – shares a post or story on your timeline to the timeline of friends and followers (www.Facebook.com/help accessed 9/24/15).

Social media – “online tools where content, opinions, perspectives, insights, and media can be shared” (Nair, 2011, pg. 45).

Social network/social network site – an online phenomenon of social interaction and engagement between individuals, businesses, and organizations which utilizes a form of social media as a vehicle to connect.

Timeline - the space on your profile where you can see your own posts, posts from friends and stories you're tagged in organized by the date they were posted (www.Facebook.com/help accessed 9/24/15).

Talking about this – the number of users that shared, liked, or commented on a post (Houk and Thornhill, 2013).

Virality (*sic*) – the percentage of people who have created a story from the post (liking, sharing, commenting) within 28 days of publication of the total number of unique people to have seen it (Waite and Wheeler, 2014).

CHAPTER II

REVIEW OF LITERATURE

Based on the purpose of this study, the review of literature focused on social media, and specifically, Facebook. Social media research has traditionally focused on the main social media sites, of which Facebook is currently the largest. Relationship marketing theory served as a theoretical basis for the current study, and is discussed in detail. Furthermore, social media research helps to set the scene of the social media landscape (of which Facebook is a part) and assists the current study by helping understand the business, characteristics, differences, and similarities of social networking sites. Through a broader understanding, Facebook research can then be more easily defined and its effects more discerning.

Parks and Recreation

Mull, Bayless, and Jamieson (2005), define Parks and Recreation departments as municipal government entities which provide recreational experiences for local residents. The authors posited that such entities are service driven and among other things, seek to enhance quality of life, reduce crime, and increase property value (Mull et al., 2005). Kraus (1990) stated that funding of municipal Parks and Recreation departments primarily comes from taxation or from issuing bonds, such as general obligation or revenue bonds, and that municipalities may also employ a fee structure to cover the costs of providing services as an expanded revenue source (Kraus, 1990). Mull et al. (2005)

concluded that further research in park and recreation marketing is needed to expand the knowledge base and understanding of this topic.

Vogt and Andereck (2002) introduced park marketing in a special issue of the *Journal of Park and Recreation Administration*. The authors noted that marketing has historically been poorly utilized in many types of organizations including the field of parks and recreation, but that its use is increasing (Vogt & Andereck, 2002). The authors defined marketing as the marketing mix of product, place, price, and promotion (the four P's), and introduce each one as it relates to the area of parks and recreation. They argued that using these traditionally private sector marketing techniques and modifying them to fit in a parks and recreation setting “allows parks and recreation professionals to provide benefits to those people we hope to reach (i.e., target markets) more effectively” and creates a “fit between the product and people’s need” (Vogt & Andereck, 2002, p. 5).

Although Parks and Recreation departments have traditionally managed parks or recreational facilities and programs, roles have been shown to also include work in historic preservation, community gardens, farmer’s markets, public cemeteries, and more (NRPA, 2012). The same NRPA report noted that reduced funding and increasing revenue goals are trends likely to be experienced in Parks and Recreation departments, and that an opportunity for “revenue generation guided by market research and business practices” exists (NRPA, 2012, p. 16). This gives weight to the need for the current study to provide examples of effective Facebook strategies to assist marketing efforts for programs.

Relationship Marketing

Grönroos (2004) studied relationship marketing within a framework of central processes: interaction, communication, dialogue, and value. Interaction process was described as the way a customer and provider make contact with each other, and was divided into several layers of aggregation which went into forming a relationship. Communication process presented for relationship marketing was two-way communication that seeks to maintain or enhance the relationship. Dialogue process is defined as an interactive process of reasoning between customer and provider, which leads to additional value for the customer. Value process is where as a relationship develops over time, the on-going relationship continues to have added value for the customer over time. Grönroos (2004) argued that all four processes are necessary to help develop a better understanding and framework of relationship marketing for implementing the concept in practice, and firms should begin to adopt relationship marketing within their marketing structure.

Bee and Kahle (2006) examined how and why consumers enter into relationships within a sport marketing context, and presented a framework for understanding why consumers engage with relationship marketing. The authors argued that consumers may do so for reasons of compliance to outside influences, identification and association with a team or player, and internalization through shared values. Bee and Kahle (2006) argued that through understanding which of these components is influencing a particular consumer to engage with a brand can result in better relationship marketing strategy. Furthermore, the authors believed that attempting to move a consumer from reasons of

compliance and identification to internalization would create the strongest relationship affiliation.

Williams and Chinn (2010) looked at how relationship marketing goals could be met through social media. The authors expanded Grönroos (2004) relationship marketing framework of central processes to include an online social media component of user generated content. These ‘prosumers’ (*sic*) expand two-way communication pathways and develop or initiate communication with a sports organization or other consumers, resulting in increased interactivity beyond traditional consumer and company dialogue and an opportunity for furthering the relationship marketing process. Concluding, Williams and Chinn (2010) emphasized the importance of social media in the relationship marketing process, and that more research should be conducted to investigate how social media can be best utilized to meet prosumer’s needs.

Academic Sport Research in Social Media

Abeza, O’Reilly, Seguin, and Nzindukiyimana (2015) performed a comprehensive review of all social media articles in the field of sport management, identifying topic areas, platforms, theories, and research methods used in each one. Noting that although the current literature base is expanding, (96 articles were analyzed, identified over a 6.5 year period), they indicated that there is a lack of research in specific sport management disciplines such as finance, governance, organizational behavior, development, tourism, facility management, and event management. Most common topics of research were classified and presented as the nature of social media, social media as a tool, and defining constructs. Issues and impacts, legal and ethical

considerations, and industry applications were the other topics identified. Twitter was reported as the most researched platform (41.7%), ahead of Facebook (12.5%), and blogs (10.4%) despite Facebook being the most widely used social platform.

Abeza et al. (2015) found that there were only 26 theories or theoretical models employed or referenced in approximately 54% of the 96 articles, stemming from a variety of disciplines. The two most cited theories included the Uses and Gratifications Theory and the Relationship Marketing Theory. Research methods highlighted by the authors showed just over half (51.1%) were quantitative in nature, while qualitative methods were used by 43.2% of the studies. Content analysis and surveys were the two most popular forms of data collection, 50.5% and 29.7% respectively. The authors suggested, among others, continued expansion of literature to help develop a framework of theories and methods that future research can utilize and expand.

Employing a similar research method as Abeza et al., research by Filo, Lock, and Karg (2015) reviewed 70 social media research articles published in sport management journals. Three interrelated categories of social media research were identified by the researchers. The first, strategic research, examined the role and function of social media from the perspective of the brand, such as goals for social media use, attitudes towards social media by managers, and the integration of social media with a brand's traditional communication approach. Secondly, operational research was identified, which looks at how a brand utilizes social media each day by implementing strategy. Lastly, user-focused research looked at how individuals interacted with social media, including motivations and perceptions for use.

Filo et al. (2015) highlighted three areas they suggest need to be developed within the field of sport management social media research. Firstly, they noted that more than half of the articles reviewed did not utilize a theoretical framework, and a “lack of consistency and diversity” in those articles that did (Filo et al., 2015, p175). Furthermore, the researchers found that most research was derived from the perspective of North America brands, and called for more diversity of the brands being studied. Lastly, the researchers concluded that the research reviewed relied heavily on surveys or content analysis as methodologies, and suggested more diverse approaches, including mixed method and longitudinal methods of social media research.

Social Media

boyd and Ellison (2008) discussed research themes of what they called social network sites (SNS) and proposed a comprehensive definition for acceptance. The authors defined SNS as:

“web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system” (pg. 211).

Although this definition could well have been comprehensive at the time of publication, social networks have already developed further avenues of scope, connecting not only individuals but now businesses and organizations to individuals, as well. Within the premise of their definition, the authors make the distinction between network and networking and argued that while networking is possible through social media, it is not

the main emphasis. Rather, social media allows users to “articulate and make visible their social networks” (p. 211) and as such is the term they employ and encourage use of.

Discussing the history of SNS, the authors traced back to 1997 and the launch of SixDegrees.com as the first fully recognizable SNS by their definition. Although it lasted only three years before closing, the site allowed users to create profiles, connect with others, and send messages. As previously mentioned, Facebook was launched in 2004 with the purpose of connecting Harvard students only, and then began expanding to other colleges. In 2005, it further expanded to high school students and in 2006 to those in corporate networks. At that time, these were all closed connections within the school or organization and users needed to have a corresponding email address or administrator approval to gain access. It wasn't until 2006 that Facebook opened up to become a shared network among and between multiple users, groups, schools, organizations, and businesses.

boyd and Ellison summarized previous field research focused on areas of impression management and friendship performance, networks and network structure, online/offline connections, and privacy issues. The authors highlighted the cultural significance of SNS and advocate for further research (boyd & Ellison, 2008).

The Nielsen Company's Digital Consumer Report (2014) presented a snapshot of information on the digital consumer based on large scale samples and panels. Specific data presented on social media usage noted that although Facebook is the largest social network, growth among other social platforms like LinkedIn, Pinterest, and Instagram is evident. The Nielsen report indicated there are 132 million unique (different) users that

access the site each month via computers, 202 million via smartphone; 109 million via smartphone apps; and 93 million via smartphone browsers. The amount of time per month that these users spend on Facebook (hh:mm) is reported as 6:24 on computers, 7:43 on smartphone apps, and 0:40 on smartphone browsers. These data suggested that smartphones are the most popular mode of accessing Facebook, surpassing computers in both number of users and length of time.

Nair (2011) described social media as “online tools where content, opinions, perspectives, insights, and media can be shared... At its core, social media is about relationships and connections between people and organizations” (p. 45). His article discussed why organizations should engage in social media, how they can measure their efforts, and the value social media brings. Nair (2011) suggested social media is a necessary part of an organization’s marketing mix, and is expected by consumers.

Additionally, he cautioned that social media has changed the way people communicate, and that merely obtaining a Facebook profile will not be a successful means of use for organizations (Nair, 2011). He goes on to stress the need to have a strategy that can be implemented to engage customers in conversation by talking less and listening more, building the business *with* customers and not marketing *to* them as can be found with one-way communication techniques outside of social media channels. Presenting the health care industry as an example of social media transformation, Nair (2011) suggested social media is a place of commerce and community, where dialogue, discovery, delivery, and decisions between the consumer and company are clearly evident.

Kaplan and Haenlein (2010) sought to clarify and classify social media, and then provide advice to companies on its utilization, arguing that social media and its popularity is “a revolutionary new trend that should be of interest to companies” (p. 59). The authors defined social media as it related to the terms Web 2.0 and User Generated Content, and attempted to classify social media by their level of social presence/media richness and self-presentation/self-disclosure outlined in the fields of media research and social process theories respectively. Social presence is defined as the amount of acoustic, visual, and physical contact that can be achieved between two entities, and media richness as the amount of information that can be communicated (Kaplan and Haenlein, 2010). The authors define self-presentation as the way people attempt to control the impressions others have of them, and self-disclosure as the conscious or unconscious revelation of personal information (Kaplan and Haenlein, 2010). The authors classify Facebook as having a high level of self-presentation and self-disclosure, and a medium level of social presence and media richness.

The authors then presented advice to companies from both a social process and media research perspective. Suggestions included choosing a medium according to where the target market is and how the company plans to communicate, being active and up-to-date with content, having a clearly defined message, and understanding the importance of interaction and feedback (Kaplan & Haenlein, 2010). Concluding, the authors noted the low cost and high levels of engagement that social media provides is relevant to an array of company types, including governmental agencies (Kaplan & Haenlein, 2010).

Ramsay (2010) presented social media practitioners with lessons learned from publicized failures of businesses, and a guide of do's and don'ts to help those in the field. To be successful, Ramsay (2010) argued that companies need to listen and respond to fans with appropriate "tone, content and language" (p. 257). Ramsay (2010) cited Toyota's handling of a serious recall in 2009, and lack of appropriate engagement with those on social media, and suggested it was a contributing factor to negative sentiment which took US \$34billion off the company's value. Specific to Facebook, the author suggested, among others, to update content frequently to keep it relevant, use language relevant to the target audience, show appreciation to positive comments, and give feedback to wall posts.

Curtis et al. (2010) questioned over 400 nonprofit public relations practitioners' attitudes towards their use, familiarity, participation, behaviors, and tendencies to adopt the tools of social media, using the Unified Theory of Acceptance and Use of Technology (UTAUT) survey. The study looked at 18 types of social media, reporting that email, social networks, video sharing, and blogs, were the most used by participants. The study suggested that within the nonprofit sector, social media tools present as beneficial communication tools for public relations practitioners.

Qualitative research in the field of public relations by Briones, Kuch, Liu, and Jin (2011) interviewed 40 practitioners from the American Red Cross about how they utilize social media to develop relationships with users, any barriers experienced, and what opportunities exist as a result of its use. The authors presented evidence that two-way dialogue is one of the key components to building relationships and that social media is

used to spread awareness, develop relationships, improve media relations, and engage new markets (Briones et al., 2011). Their research found the biggest barrier to accomplish these goals included “resources, specifically time and staff” and it was determined that to be successful in social media, effort is required to maintain and update information instead of allowing content to become outdated or for engagement to falter (Briones et al., 2011, p. 40). Similar to Waters, Burnett, Lamm, and Lucas (2009), this study also noted the need for training for practitioners to improve social media use.

Looking at the effect of social media on sports fans, Park and Dittmore (2014) analyzed the relationship between the use of social media and fan behavior. Blending previous survey items from the literature, the authors surveyed 146 undergraduate students from the University of Arkansas in team identification, word-of-mouth intention, attendance intention, and social media consumption. Specific to social media, results showed that social media consumption was found to directly affect team identification and word-of-mouth intention, but not attendance intention. The authors posited that this study provided evidence of social media consumption affecting behavior, which could lead to social media being used not only to disseminate information but also to increase revenue by increasing a fans’ identification with a team.

Kietzmann, Hermkens, McCarthy, and Silvestre (2011) presented a theoretical framework to help understand the general scope of social media functionality, consisting of seven building blocks (identity, conversations, sharing, presence, relationships, reputation, and groups). Each component is explained, and the implications of how each component could help firms understand their audience and respective engagement needs

were detailed. Facebook was concluded as having its greatest functionality in the relationship component, with presence, reputation, identity, and conversations being the next level of functionality, while sharing and groups were deemed to have the lowest level of functionality (Kietzmann et al., 2011).

Based on the framework they presented, Kietzmann et al. (2011) offered guidelines on best practice for firms wishing to utilize social media, in which they refer to the “4 Cs: cognize, congruity, curate, and chase” (p. 249). Cognize refers to finding the necessary knowledge about social media, where the conversations are already taking place and ascertaining how rivals are performing while congruity relates to ensuring that strategies are in line with the social media platform being engaged in. Curate details how a firm should be mindful of how to interact and engage online, with a clear set of policies in place for guidance and chase outlines how a firm needs to seek information that could affect them, follow them, and respond appropriately. The authors proposed that social media platforms should be a place where firms should “listen, appropriately engage, and respond” (p. 250).

Facebook Research

Research by Duggan et al. (2015) conducted phone interviews with 2,003 total participants. They found that although Facebook’s overall growth has started to slow, it is still the most popular form of social media, with 71% of internet users (representing 58% of the entire U.S. adult population) on the site. This compared to only 23% of adult internet users in the U.S. on Twitter, 26% on Instagram, and 28% on Pinterest and LinkedIn. Facebook also saw the most daily users, 70%, of which 45% say they visited

the site several times a day. Daily access of other social media sites including Instagram (49%), Twitter (36%), Pinterest (17%), and LinkedIn (13%), are notably fewer.

Parsons (2013) performed a content analysis of 70 global brands' Facebook pages in alcohol and tobacco, automotive, clothing, consumer household products, cosmetics, entertainment, fast food restaurants, food and beverage, luxury products, phones, and technology industries. Parsons (2013) argued that companies are now expected to have an online and social media presence by consumers, but presents this as both a challenge and opportunity. Using the social media framework developed by Kietzman et al. (2010), Parsons (2013) studied Facebook pages to evaluate how companies are using their pages relative to the building block functionalities of identity, presence, relationships, conversations, groups, reputation, and sharing. The brands' Facebook pages were evaluated on their content of tabs, likes, and wall content over a one-month period. Parsons (2013) found that brands appeared to use Facebook as a means to develop relationships with consumers, although most seemed to control wall content by not allowing comments directly from consumers. Companies posted an average 24 times a month and posted content varied from topics surrounding product, polls, interactive content, and incentives. Although the author noted several of the brands had a large number of consumers, she suggested this measure is most suited to determining the success of sales promotions by comparison to previous promotions as it is not a good indicator of "sales figures or purchase intentions" (p. 35).

Wells and Link (2014) investigated the Facebook use of 18,875 individuals aged 13 and up across the United States through behavioral data collected from internet

meters, to determine how much Facebook users actually utilize the site, and what demographic characteristics can be associated with Facebook use. Data analyzed focused on a 28-day period in March 2011, and included anyone who accessed Facebook at least once during this time, which they define as a Facebook user. Results found that 49.9% of the sample could be classified as Facebook users, and on average, users visited Facebook on 9.7 days for 22 min each day. The authors then classified users into heavy, medium, and light users based on usage amount over the designated time period and determined that heavy users accounted for more than 90% of all Facebook usage during the period, accessing the site 19.4 days and 44.3 min per day on average.

Demographic characteristics of Facebook users were categorized and compared, and included delineation by gender, age, race, education level, household income, home ownership, and location. Findings suggested higher Facebook usage in “females, teens, Whites, and adults with at least a high school diploma” (p. 1049). Wells and Link (2014) further suggested that Facebook user patterns differ to other social network sites and internet use in general, providing credence to the notion of further investigations into Facebook alone are warranted.

Chin, Lu, and Wu (2015) studied the motivation of 613 undergraduate Facebook users in Taiwan to click the like button. Hedonic motivation, utilitarian motivation, compliance motivation, conformity motivation, and affiliation motivation theory control variables were all investigated with the behavioral intention and actual behavior (clicking the like button) as posited by theory of reasoned action. Participants responded to an online survey after viewing Facebook content that was manipulated to display

characteristics of the control variables. With regard to hedonic, utilitarian, and affliction motivations, the authors found that triggering these types of motivation through posting entertaining or informative content, or content that helped users understand daily life, would increase the likelihood a user would click the like button . It was also shown that increasing the likelihood of someone to click the like button can also be achieved through building popularity or credibility (compliance motivation) and from having a large number of people that already like the content (conformity motivation). Although limited in participant diversity, the study offered potential avenues for Facebook users to increase content likes by triggering specific motivation variables in users.

Lee, Hosanagar, and Nair (2014) took a large scale and detailed look at the Facebook content of more than 800 companies to see how content affects consumer engagement with the goal of ascertaining what type of content works best. The authors noted that achieving engagement on Facebook is the most important goal for firms to achieve. Looking at likes and comments as measures, content was coded based on advertising literature and classified into two types: informative and persuasive. The study found that persuasive content “positively impacts user engagement in social media and informative content has a negative effect unless it is combined with persuasive attributes” (p. 6). Persuasive content is explained as being social in nature, and tries to connect with consumers on a personal level to form relationships. An example of this would be a celebrity product endorsement. Informative content is explained as details about a product or service, current promotions, item availability, or pricing information.

Specifically, Lee et al. (2014) provided data to suggest that posts with photos have the highest level of likes and comment engagement overall. Status updates get more comment engagement than videos, but fewer likes than videos. Links were found to be the lowest performing post. The authors noted, however, that the EdgeRank algorithm utilized by Facebook to populate messages into a fans' newsfeed caused issues when attempting to estimate the effects of content on fan engagement, which they corrected for by mimicking the effects of the EdgeRank variables. These variables were type of message (status update, photo, video, app, or link), tie (the strength and frequency of past interactions), and time elapsed since the last message.

A concern to the applicability of study results is the assumption that Facebook ads don't allow for audience targeting and thus subsequent population of content into newsfeeds, which it now does. The authors (Lee et al., 2014) did not address whether increased engagement affects product demand, but did reference other studies which suggested higher levels of engagement can lead to increased sales. Overall, the study presented guidance on how content could be engineered to increase user engagement, and even went so far as to present data predicting success of specific types of content by industry type.

Chen (2014) surveyed Facebook users in Taiwan to determine reasons why individuals use Facebook. The motivation variables investigated, and their relationships to Facebook usage, included attachment motivation, subjective norm, personal innovativeness, and perceived enjoyment. Chen (2014) found significant relationships across all variables to Facebook use. Implications outlined in the study pointed to these

individual and social factors being important when attempting to keep users engaged with content. Although these interactions were not studied in relation to fans of Facebook pages, the implications for practitioners outlined by the author do offer possible methods for keeping fans actively involved with a page. These included the importance of fun and pleasure fans desire when engaging with content, as well as trying to develop social connections and community.

Public relations based research by Waters, Burnett, Lamm, and Lucas (2009) analyzed the Facebook page content of 275 nonprofit organizations to ascertain how those organizations are utilizing social media as a vehicle to advance their mission and programs. The authors noted the lack of research in this area, and sought to redress this through the lens of the relationship development strategies of disclosure, dissemination, and interactivity. Nonprofit organizations were classified into six subsectors, in which differences were analyzed. Results showed that nonprofit organizations practiced elements of disclosure, but those elements of dissemination and interactivity “were largely ignored” (p. 105). The authors suggested a reason for this lapse is that because Facebook is relatively new, there is a lack of guidance materials nonprofit organization practitioners can reference.

Pronschinske, Groza, and Walker (2012) studied which Facebook page attributes lead to more fan engagement. Looking at all North American professional sports teams’ Facebook pages, the study sought to develop an econometric model used to predict fan participation. Page authenticity, disclosure, engagement, dissemination, and controls were studied through a qualitative content analysis of team pages. Two regression models

were then employed to evaluate which components could effectively predict engagement. Results showed that page authenticity and engagement measures significantly increased participation. For example, being able to portray the Facebook page as “official” resulted in more fans, and fans responded well to communication opportunities with other fans and the team. The authors discussed the need for more research, especially in the “relatively vague attribute” of engagement, and the development of user guides to help in creating social network site strategies. Their results imply that “simply creating a Facebook page is not enough to fully recognize” possible benefits, and that a strategic approach would garner more return.

Ernoul (2013) presented arguments for the use of six specific metrics that marketers should use on Facebook, which included fan reach, organic reach, engagement, people talking about this, click-through rate, and negative feedback. Ernoul (2013) stated fan reach as the most important metric to be measured, which refers to the number of fans who had seen specific content. The author noted that fan reach is organic in that it only records direct views, and that it is reflected in the higher quality of content. A similar metric to fan reach is organic reach, which also includes the reach of content to those users not currently a fan of the Facebook page, and can be used to improve visibility of page content. Engagement is referred to as the number of interactions with a page or post, and is a measurable sign of user interest with content.

The 'people talking about this' metric in Ernoul (2013) is part of the engagement metrics, but specifically measures likes, comments, or shares of content. This type of engagement makes the action visible to the users' friends and is a way of informing a

Facebook page about the number of people spreading content to their friends. The click-through rate metric simply refers to the number of people that have clicked on a link within a page's content. Ernoult (2013) argues this is important as it informs about the effectiveness of moving content from reaching fans to engaging fans. Lastly, Ernoult (2013) suggests tracking the negative feedback such as the hiding of content, un-liking a page (losing fans), or being reported by the user as spam. The author noted that content with negative feedback is given less visibility by the Facebook EdgeRank algorithm and is detrimental to the long-term reach of a page.

Facebook and Advertising

Brettel, Reich, Gavilanes, and Flatten (2015) investigated the impact of Facebook advertising on sales. The authors specifically looked at the newsfeed, page views, page/post likes, and user contributions such as comments or uploads, and how these impacted purchases made in a one-year period for a “top-10” German e-commerce store (p. 167). Findings showed that Facebook advertising can significantly impact sales, primarily long-term. Most significant were likes and user contributions, “as these measures require an active engagement of the user” (p. 171) which they liken to a self-energizing process due to the additional exposure these can lead to. However, newsfeed impressions were shown to have a negative impact on sales, perhaps due to the intrusive or annoying nature in which the message is received.

Highlighting implications for practitioners, the authors suggested tracking and analyzing data would help optimize customer interaction, and that a company should only use Facebook for advertising if it is willing to dedicate the necessary time and personnel

required. Although limited to only one company, the approach is unique and the insight garnered useful for practitioners to justify Facebook use to increase return on investment opportunities.

Facebook and Brands

Lipsman, Mudd, Rich, and Bruich (2012) looked at how brands utilize Facebook as a marketing tool to influence users. The authors analyzed data from a comScore software product, passively tracking the internet usage of two million people and the reach of brand impressions on fans and the friends of fans segments. The authors found that a users' newsfeed is the primary location for seeing branded content, and that Facebook algorithms further accentuate this by ranking content based on likely interest, and populating this in their newsfeed. Increasing newsfeed population can be done by creating more engaging content, and publishing more often. The authors also found that the friends of fans represented a large potential audience for brands to target, citing Facebook data suggesting a ratio of at least 1:34 of fans to friends that can be targeted and would offer a wider reach than fans alone.

Taking this further, Lipsman et al. (2012) looked at the potential value of a fan, and the return on investment opportunities therein. They found that fans and friends of fans were more likely to visit a brand's website, spend more money, and make more transactions, than nonfans. The authors concluded that just looking at number of likes is not enough, and that marketers should analyze how their content is being engaged with among different audience types. However, it should be noted that this study did not

include data from mobile-based use, which is an ever increasing market for social media consumption, and that the data used was proprietary to comScore software.

Research by Smith (2013) investigated Facebook user experiences with brands and how it affected their subsequent behavior, in order to create metrics in the values of fan experience and fan value. Using 27 brands from across six brand categories, the author surveyed 6,400 participants using a modified instrument from previous research. The instrument looked at cognitive, sensory, and emotional components when a user viewed a brand on Facebook, and findings showed that those who experienced positive emotions in these areas when viewing a brands' page were more likely to "prefer that brand, talk positively about it, and have the intention of revisiting that content" (Smith, 2013, p. 367). Smith (2013) concluded that brand owners should exploit these findings by setting a clear strategy, inciting curiosity, and impacting users emotionally on their Facebook page.

Lee, Kim, Lim, and Kim (2015) investigated relationship norms between Facebook brands and page fans to try and understand how these influenced the users' perceived irritation with brand communication. The authors used the theory of trait reactance, defined as the personality traits that influenced users' resistance to persuasive branded content, to understand a user's irritation with earned impressions that were delineated between either exchange style (commercial in nature) or communal style (non-financial in nature). The authors analyzed 24,251 comments and 213 posts from 8 brands representing various products such as alcoholic beverages, telecommunications, and

automobiles, and found 7 to operate within an exchange style communication method and 1 in the communal style.

Lee et al. (2015) then analyzed 161 Korean college students' perceived level of irritation with the exchange or communal styles, and found no differences in perceived irritation between the two. Furthermore, the authors found that individuals with higher levels of trait reactance found exchange style communication more irritating than the low reactance individuals, and that individuals with low trait reactance found the exchange style of communication less irritating than the communal style. Taking this a step further, Lee et al. (2015) suggest that it is important for marketers to understand the trait reactance levels of their target market so that content can be tailored to avoid its perceived irritation.

Facebook in Academic Research

Glazer (2012) proposed possible metrics for academic libraries on Facebook to look at when ascertaining their effectiveness. The author highlighted the importance of having clear goals for a Facebook page, and that the focus of a page should be relative to marketing activities. Glazer (2012) posited that evaluation should include a comparison of the number of page fans as compared to peers' pages, evaluation of likes and comments as evidence of fan engagement, and an understanding of a post's level of engagement with fans.

Waite and Wheeler (2014) presented data outlining the usage of one Facebook page of one academic department at a mid-western university, and which type of posts result in increased fan engagement. Used as part of the wider communication strategy

employed by the department, the goal was to use the page to share information about the department, student opportunities, professor accomplishments, and share articles of interest in the field. Using only the Insights data made available by Facebook, the authors looked at a total of 295 posts over an almost 20-month period using reach, engaged users, and “virality” (the number of likes, shares, or comments a post has received, presented as a percentage of those who have seen the content) as measures of fan engagement (p.670). Results indicated that the page was, indeed, communicating department-specific information as was its goal, with posts about the department and faculty being the most engaging. Although limited in scope, the authors suggested that Facebook page analysis using the Insights tool allows for a useful assessment of communication strategies employed through a Facebook page.

Houk and Thornhill (2013) analyzed the Facebook page of a university library, and used Facebook insight data to improve strategies to increase engagement with users, as well as maintain a social media presence. Although limited to the specific library in question, the stated goals are arguably transferrable to other industries including parks and recreation. Using the Facebook Insights tool’s post-level metrics, the authors investigated how posting type, frequency, day, time, and semester affected user engagement, or whether policy changes affected any of these variables, over a 16 month period. Findings showed that an increase in post frequency led to increased user engagement and more page likes, but day and time of posting had no effect, and posts made at night or in the morning showed a trend for higher engagement. Interactive post

types (links, photos, and videos) also showed higher user engagement than less interactive types.

The authors found that after analyzing Insight data and changing their Facebook strategy, more frequent and more interactive posts had led to higher user engagement. This provided evidence that page evaluation and strategy implementation has an effect on user interaction. Houk and Thornhill (2013) also found the logical assumption that “more fans correlates with increased user engagement” (p. 385). Limitations of the study noted how the Insights tool is constantly evolving, making reliability testing difficult. Furthermore, the Insights tool only became available on Facebook in 2011, so there is little historical data or previous research to compare to. However, the practical suggestions offered for best practice could conceivably be used as a guide to help implement strategies which could be analyzed in the future for their effectiveness.

Research by Giri, Kar, and Sen (2014) analyzed the Facebook postings of an academic library in comparison to changes in behavior of actual library usage. After surveying the incoming student population for social media use, the authors found 89% reported having a Facebook account, with only 9% using Twitter. Considering its popularity, Facebook Insights analysis was conducted on 117 posts for their reach, likes, and comments. The authors found that non-library related content was more popular among their Facebook fans, but argued that the increased level of engagement with fans enabled greater visibility of its library-related content.

Furthermore, Giri et al. (2014) found that since the library adopted the use of Facebook, significant behavioral changes were evident, including increases in the

issuances of certain books, a decrease in the number of students defaulting on books, a reduction in time of peak demand of new books, increased usage of online library search tools, and increases in new book suggestions. Concluding, Giri et al. (2014) argue that Facebook was a more effective communication tool when compared to traditional library communication methods, and that Facebook was useful in improving library services to students.

Garcia-Milian, Norton, and Tennant (2012) studied 72 academic health science library Facebook pages, and the relationship between page content and popularity. The authors collected data directly from the pages of every library associated with MD-granting medical schools that had a Facebook page, analyzing the number and types of tabs the page used, and the amount of content posted within those tabs. The authors found that the number of tabs, photos, events, and wall posts showed significant positive correlation with the number of page fans.

Although noting that the results did not directly explain the causes of these results, Garcia-Milian et al. (2012) posited that these types of content were more engaging to users, and that could be from the result of off-line interaction between a library and its fans. However, the authors cautioned that the study assumed more fans led to higher levels of engagement, which was not tested in the research design.

Murthy (2008) looked at the rise of digital ethnography as a tool to study emerging technologies, including the use of online questionnaires and social networking sites. Murthy defines ethnography as “telling social stories” (2008, pg. 838), however, the way in which these stories are told have changed. Discussing online questionnaires, the

author noted the ease at which large scale surveys can be completed, stored, retrieved, and analyzed by exporting into an analysis software package, all at relatively little cost when compared to offline versions. Furthermore, Murthy (2008) discussed the use of social networking sites such as Facebook as a way for ethnographers to access potential subjects, observe interactions, disseminate information, and conduct research by creating pages. Although Murthy (2008) did not directly highlight the benefit of using Facebook as a way for organizations to connect with users, he did justify the use of social networking sites in academic research and noted the immense potential such technologies offer. Concluding, Murthy (2008) argued that online research can be “highly fruitful” while warning about the challenge of ever changing technologies (p. 849).

Baker (2013) also looked at the use of Facebook in ethnographic research, and how it can be utilized as a tool in longitudinal studies. Detailing her research with the writing ability of youth as they transition from school to university in England, Baker (2013) explained her use of Facebook as a communication tool, as providing context to the study, and as a data source during her research. The author detailed how the research benefitted from the use of Facebook in these areas and concluded that Facebook can enhance ethnographic study which further justifies Facebook as a viable format for academic research.

The literature review outlines academic research in areas of social media and Facebook, and highlights the importance of Facebook as a tool for organizations seeking to reach new consumers as well as enhance the experience of current users. Through a strong Facebook presence, Parks and Recreation departments can better justify what they

do, engage more effectively with an online community, and promote their goals and ideology on a large scale. Prevalence of Facebook use amongst Parks and Recreation departments has not been documented in the literature, and will be addressed in the current research. It is the goal of this research study to develop some of the ideas presented in this literature review into a formalized survey instrument to determine how and why Parks and Recreation departments in Texas use Facebook, how they measure its success, and if these approaches can be formalized into guide for best practice.

CHAPTER III

METHOD

Given the need for increased and better use of marketing initiatives within Parks and Recreation departments (Vogt & Andereck, 2002) and the reported effects of Facebook utilization including increased consumer engagement, optimization of customer interactions, and increased sales and purchases (Brettel et al., 2015), the purpose of this study was to investigate the use of Facebook amongst municipal Parks and Recreation departments in the state of Texas. Utilizing the relationship marketing theory as a framework (Filo et al., 2015; Grönroos, 2004), a blanket sampling of all Texas Recreation and Park Society (TRAPS) association members was used to assess how departments utilize the social networking site Facebook. Specifically, the research questions propelling this study included: how many Parks and Recreation departments use Facebook, and the means in which they utilize it; the purpose for departments using Facebook; how departments evaluate their use of Facebook, and; what practices lead to increased page popularity (likes). The following research questions were presented:

Research question 1: What is the prevalence and means (e.g., frequency of posts, time of day posts are made, user interactions, and type of content) by which Parks and Recreation departments use Facebook?

Research question 2: What is the purpose for Facebook use by Parks and Recreation departments?

Research question 3: What methods (e.g., Facebook Insights) are used by Parks and Recreation departments to evaluate their Facebook use?

Research question 4: What is the best predictor (e.g., frequency of posts, time of day posts are made, user interaction, and type of content) of Parks and Recreation department Facebook page popularity (e.g., number of likes)?

Participants

The survey population for this study included all Parks and Recreation departments within a municipality setting across the state of Texas and members of the Texas Recreation and Park Society (TRAPS). TRAPS is the state body for park and recreation professionals, and boasts total membership numbers of more than 2,000 people divided geographically into five regions (e.g., north, south, east, west, and central; “About TRAPS,” n.d.). These members represent 203 distinct agencies. Utilizing the TRAPS contact database, a blanket sampling method was employed in which TRAPS members were asked to self-select one department member with the most requisite knowledge to respond and complete the electronic survey instrument.

Instrumentation

The population was asked to respond to an electronic survey instrument that was distributed via a PsychData survey link. Surveys are thought to be the most commonly used source of data collection within sport management research (Li, Pitts, & Quarterman, 2008), and the online survey “has become the most popular survey technique in recent years” (p. 131).

Questions were developed through a review of current social media sport management literature. As no appropriate research instruments were discovered, questions were modified from research frameworks presented in the literature, as indicated below in Table 1. The instrument was subdivided into the following sections: demographics, prevalence and methods, purpose, evaluation, and predictors. These align with the research questions, although some overlap was apparent. The survey collected basic demographic information on the department and its Facebook page for reporting and comparison purposes, but identifying data (City name) was kept confidential. Questions were formatted using a 7-point Likert Scale to address frequency and level of agreement to the appropriate items. Likert scales typically contain five or seven responses, but increased granularity can result in more reliable and valid data (Li et al., 2008; Pearse, 2011).

Table 1 shows the final survey questions included in the instrument, which research questions they relate to, and the literature source the question was adapted from. Survey questions have been grouped by research question for clarity.

Table 1

Survey Questions and Links to Research Questions

Item	Research Question	Source
Demographics		
1. Which TRAPS region are you located in?		
a. North		
b. South		
c. Central		
d. East		
e. West		
2. Please provide the name of the city your department is in.		
3. What is the approximate size of your city's population?		
a. <50,000		
b. 50,000-100,000		
c. 100,001-150,000		
d. 150,001-200,000		
e. 200,001-250,000		
f. 250,001-300,000		
g. >300,001		

4. Please specify the number of Facebook pages your Parks and Recreation department manages.

- a. None
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8
- j. 9
- k. 10
- l. More than 10

5. How many years has your department's Facebook page been in existence?

- a. Less than 1
 - b. 1
 - c. 2
 - d. 3
 - e. 4
 - f. 5
 - g. 6
 - h. 7
 - i. 8
 - j. 9
 - k. 10
 - l. More than 10
-

Purpose

- | | | |
|---|-----|--|
| 6. Does your department have a written, formalized strategy or policy governing Facebook use? | 4 | Kaplan & Haenlein, 2010; Nair, 2011; Smith, 2012 |
| a. Yes | | |
| b. No | | |
| c. Unknown | | |
| 7. Approximately how many total hours per week does staff spend utilizing Facebook or working on Facebook related activities? Please provide the total average number of hours per week for all staff combined. | | |
| 8. What is the main goal(s) of your department's Facebook page? Please select all that apply. | 2/4 | Filo, Lock, & Karg, 2015; Glazer, 2012; Waite and Wheeler, 2014. |
| a. Engagement | | |
| b. Communication | | |
| c. Relationship development | | |
| d. Branding | | |
| e. Promotion | | |
| f. Other (please specify) | | |
-

Please rate the level of importance your department places on the following goals associated with its Facebook page. [1 (not at all important) to 7 (extremely important)]

- 9. Engagement
- 10. Communication
- 11. Relationship development
- 12. Branding
- 13. Promotion

Means

- | | | |
|---|-----|---|
| 14. Are fans of your department's Facebook page allowed to post content directly to your wall? | 1/4 | Garcia-Milian et al., 2012;
Kaplan & Haenlein, 2010;
Parsons, 2013. |
| a. Yes | | |
| b. No | | |
| c. Unknown | | |
| 15. Please specify the total number of overall 'Likes' your Facebook page has? For multiple pages, please provide an average number of overall likes. | 4 | |

16. Please specify how frequently your department posts content to your Facebook page.	1/4	Houk & Thornhill, 2013; Kaplan & Haenlein, 2010; Parsons, 2013.
a. More than 2 times a day		
b. 2 times a day		
c. Once a day		
d. 2-3 times a week		
e. Once a week		
f. 2-3 times a month		
g. Once a month		
h. Less than once a month		
17. Please select the time of day in which content is typically posted.	1/4	Giri et al., 2014; Houk & Thornhill, 2013
a. 0-4a		
b. 4-8a		
c. 8a-12p		
d. 12-4p		
e. 4-8p		
f. 8p-12a		

Please select the frequency for the type of content usually posted. [1 (never) to 7 (every time)]	1/4	Brettel et al., 2015; Houk and Thornhill, 2013.
<ul style="list-style-type: none"> 18. Status updates 19. Pictures 20. Video 21. Links to external sites 22. Surveys 23. Deals, offers, or prizes 24. Product information 25. Polls 26. Events 		
Evaluation		
Facebook provides tools, called "Insights," to provide information about a Page's performance. How often does your department track each of the following Facebook Insight metrics?	3	Brettel et al., 2015; Ernoult, 2013
<ul style="list-style-type: none"> 27. Overview 28. Promotions 29. Likes 30. Reach (including likes, comments, and shares) 31. Page views 32. Actions on page 33. Posts 34. Events 35. Videos 36. People 37. Messages 38. An export of Page data 		

-
- 39. An export of Post data
 - 40. An export of Video data

Predictors

To what extent do you agree with the following statements? [1 (strongly disagree) to 7 (strongly agree)]

1/2/3/4

Brettel et al., 2015; Kaplan & Haenlein, 2010; Lee et al. 2014; Lipsman et al., 2012; Nair, 2011; Pronschinske et al., 2012; Ramsay, 2010.

- 41. Individuals in pictures/content are actively tagged.
 - 42. Our Facebook page includes our official logo and contact information.
 - 43. We utilize paid advertising targeting current fans.
 - 44. We utilize paid advertising targeting current fans and their Facebook friends.
 - 45. We utilize paid advertising using specified targeting (e.g., location/age/gender/interests).
 - 46. Our customers expect us to have a presence on Facebook.
 - 47. Facebook is our main social media platform.
 - 48. Fan comments are responded to in a timely fashion.
 - 49. Facebook fan demographics are reflective of real life users.
 - 50. Facebook posts are purposely kept brief.
 - 51. Our Facebook fans represent our target market.
-

52. Fan engagement on our page is high.

53. I have the necessary staff resources to effectively manage our Facebook page.

54. I have the necessary financial resources to effectively manage our Facebook page.

55. I have been trained/attended workshops for optimal Facebook utilization.

Procedure

Permission from TRAPS had been acquired such that they agreed to email all current members in the TRAPS contact database (see Appendix A for permission letter). TRAPS members are located across the state of Texas, and are divided into five regions, north, south, east, west, and central. TRAPS emailed the recruitment letter to all active members in their database, which included statements of the research goals, a description of the survey, informed consent, confidentiality, potential risks, and a link to the online survey for participation. Participation in the study was voluntary and consent was assumed upon submission of the survey. Access to the survey was closed after obtaining the desired participant response rate of between 40-60 participants, or 20-30% of the sample population. Respondents were limited to one response per Parks and Recreation department. Response data that was collected remained in aggregate form, and was exported into the Statistical Package for the Social Sciences (SPSS) for analysis.

Informed consent was given through voluntary completion and submission of the survey. No personally identifiable information of the respondent was collected, and departmental specific responses were kept confidential. Survey questions were general in nature with minimal potential risk to the participant other than the inherent risk of loss of time and confidentiality associated with online surveys. Only the researcher had access to the data.

Expert Review

Face validity was established via review of the instrument by three experts with knowledge in the subject areas of sport management, social media, and/or the field of

parks and recreation. These individuals were emailed a copy of the survey instrument for review, and any suggestions were considered and incorporated into the final survey instrument for use in the research.

Pilot Study

The instrument was distributed for pilot analysis to a convenience sample of 20 Parks and Recreation professionals considering that a pilot study sample size of 10% is acceptable (Connelly, 2008). Pilot participants were recruited via email, which included a link to the survey instrument. Results from the pilot study were then tested to determine reliability of the survey instrument. Reliability was measured using Cronbach's alpha coefficient, and was set at .70 for all sections of the survey (Li et al., 2008).

Internal Validity

According to Miller and Salkind (2002), internal validity refers to "the quality of an experimental design such that any outcome or effect can be attributed to the manipulation of the independent variable" (p. 50). Threats to internal validity include (Li et al., 2008; Miller & Salkind, 2002): (a) history, (b) maturation, (c) testing, (d) instrumentation, (e) statistical regression, (f) selection of subjects or bias, (g) experimental mortality, and (h) interaction with selection.

External Validity

External validity is the quality of an experimental design such that the results are generalizable to different settings" (Miller and Salkind, 2002, p. 50). Threats to external validity include (Li et al., 2008; Miller & Salkind, 2002): (a) surrogate situations, (b) selection-treatment interaction, (c) reactive effects, and (d) multiple treatment interference.

The current research will be specific to Texas Parks and Recreation departments, so generalization of results to departments in other states or countries may be difficult.

Data Analysis

PsychData was used to create the online survey instrument, allowing for the participants to record their responses in a simple and secure manner. After data had been collected, results were exported into SPSS. Initially, descriptive statistics and frequencies were run to determine what was transpiring in the data. Further analysis involved multiple regression analysis of the data, utilizing the stepwise method.

Descriptive statistics were used to report the methods in which Parks and Recreation departments are using Facebook, the reasons for its use, and the Facebook use is being evaluated (research questions 1, 2, and 3). Facebook utilization data was reported in the form of percentages for reporting tendencies (Li et al., 2008). To address research question 4, a forced entry multiple regression analysis was used to predict which independent variables most influenced the dependent variable (e.g., page likes). Independent variables included post frequency, posting time of day, and type of content posted. Multiple regression was used to provide the correlation between scores of a dependent variable from a combination of independent variables with interval data, and (r) value can range from 0 to 1 (Miller & Salkind, 2002). The alpha level was set at $p < .05$ (Li et al., 2008).

Research methods for this investigation included an online survey of Texas Parks and Recreation departments' use of Facebook and investigated how many of those departments use Facebook, the means in which they utilize it, their purpose for using

Facebook; how they evaluate their Facebook use, and what methods of use lead to increased page popularity (e.g., page likes). Descriptive statistics and multiple regression analysis were implemented to address research questions.

CHAPTER IV

RESULTS

The purpose of the dissertation was to assess the use of Facebook by Parks and Recreation Departments in the state of Texas via an online survey. Specifically, the research questions that propelled this study included the following:

Research question 1: What is the prevalence and means (e.g., frequency of posts, time of day posts are made, user interactions, and type of content) by which Parks and Recreation departments use Facebook?

Research question 2: What is the purpose for Facebook use by Parks and Recreation departments?

Research question 3: What methods (e.g., Facebook Insights) are used by Parks and Recreation departments to evaluate their Facebook use?

Research question 4: What is the best predictor (e.g., frequency of posts, time of day posts are made, user interaction, and type of content) of Parks and Recreation department Facebook page popularity (e.g., number of likes)?

Results of this study were examined using five phases of data analysis that included 1. Expert review of the survey instrument to determine face/content validity, 2. Pilot study for reliability testing, 3. Internal and external validity, 4. Descriptive statistics for a description of participants and to test research questions 1, 2, and 3, and 4. Stepwise multiple regression to test research question 4.

Expert Review

The first phase of analysis included review for face validity as reported by a panel of expert reviewers. The instrument was emailed to three experts with knowledge in the subject areas of sport management, social media, and/or the field of parks and recreation in order to review the instrument and to establish face validity. More specifically, two reviewers were selected based on their knowledge in the field of social media in a sport management setting while one was selected for knowledge and expertise within parks and recreation and the Texas Recreation and Park Society.

Overall responses were positive and each suggested face validity was met. Demographic questions (Questions 1 through 5) were not commented on by any of the reviewers, whereas Questions 6 through 9 had comments from at least two of the three. Question groupings 14-22 and 35-49 were praised by one reviewer, who along with another reviewer, suggested expanding Question 6, asking whether the department had a written or formal Facebook strategy, to determine more information about strategies used. This suggestion was deemed too broad in scope for the current research, but is discussed more in Chapter 5 as a potential avenue for further study.

Clarification verbiage was added to the second sentence of Question 7, asking how many hours staff spent on Facebook, for consistency when asking for the number of hours *per week* as stated in the first sentence. All three reviewers made comments on Question 8, which asked departments to select from a list of options what the main goals of the department's Facebook page were. Considering reviewer comments, the question was edited and expanded to include examples of the goals, and an 'other' answer choice

was added allowing respondents to write in any goal not included in the list provided. To allow for a more rich examination of Facebook usage goals, one reviewer suggested adding an additional question for respondents to rate the level of importance their department placed on each goal on a Likert scale of 1 – not at all important, to 7 – extremely important. This question was added to the survey instrument and became Question 9 in the final survey.

Additional reviewer comments addressed Question 9 relative to the number of tabs on a Facebook page. This question was removed in part due to comments from reviewers, and also because changes made by Facebook to the layout and structure of the tabs function made it no longer applicable. Removal of this question aided in managing the length of the instrument considering the addition of the question to rate Facebook goals.

Further edits made based on reviewer comments included removing question numbers from the final instrument so that respondents were not overwhelmed by the survey length. A final copy of the survey instrument incorporating reviewer changes can be found in Appendix C.

Pilot Study

Following expert review and survey editing, the second phase of analysis included a pilot survey that was sent to a convenience sample of 20 parks and recreation professionals in Texas. Results were analyzed in SPSS and tested for reliability, with Cronbach's Alpha set at .7. Reliability testing indicated an overall Cronbach's Alpha of .952 for all questions, showing high reliability of the survey instrument. Further analysis

of the data indicated that removing any one question would not significantly adjust the score, so all questions were included in the final survey instrument (see Appendix C).

External Validity

The third phase of analysis included external validity. Analysis of the pilot study provided further content validity through testing of the experimental design, with results showing a high reliability score. Related to external validity, the survey instrument was given to only Parks and Recreation departments in Texas, and so generalizations to other types of institutions or those outside of Texas is limited.

Descriptive Statistics

The fourth phase of analysis included descriptive statistical analysis in which a total of 90 responses were submitted by participants and the data were downloaded from PsychData directly into SPSS for analysis. Responses were evaluated for completion in which any survey that was submitted without selecting any answer choices was removed from the data. Additionally, one survey respondent was removed for being outside of Texas considering the sample population was limited to TRAPS member departments within the state of Texas. Of the remaining responses, surveys were reviewed considering the city of the respondent as city responses were instructed to be limited to one. To treat duplications from the same city, multiple responses from the same city were aggregated. The removal of blank surveys and responses from outside the state of Texas, and the aggregation of multiple city responses resulted in a final count of 57 responses that were included in the analysis from a total of 203 distinct agencies of the sample population.

This represents a response rate of approximately 28%, which fell within the desired response rate of 20-30%.

Descriptive statistics of the respondents are shown in Table 2. As shown, there were 57 total participants in the study, with the majority coming from the TRAPS North Region ($n = 23$). Population sizes were more evident towards the lower end of the scale, with 26 reporting from a city with a population less than 50,000. The number of Facebook pages managed by the department was most frequently reported as 1 ($n = 36$). Specific to research question 1 and the prevalence of Facebook use, of the 57 respondents, only five did not have a Facebook page, showing that approximately 91% of the participants use Facebook. Question logic within survey question 4 meant that the five respondents with no Facebook pages were moved to the end of the survey and were not included in further analysis. Therefore, further data analysis was conducted on responses from those reporting to have one or more Facebook pages managed by the department ($n = 52$).

Respondents' reporting having a formalized strategy or policy governing Facebook use were mixed, with 25 reporting they did, 17 reporting they did not, and 10 who did not know ($n = 52$, reflecting only those with a Facebook page). Similarly split were responses to whether or not fans were allowed to post content directly to the department's Facebook page, with 25 responding yes, 23 responding no, and 3 unknown.

The numbers of years respondents' Facebook pages have been in existence ranged from less than a year to 9 years. No Facebook page had been in existence for 10 or more

years. Highest frequencies were evident at 5 years ($n = 15$), 3 years ($n = 10$), and 7 years ($n = 7$).

Table 2
Descriptive Statistics

Categorical variable	<i>n</i>	%
TRAPS Region		
North	23	40.4
South	7	12.3
Central	7	12.3
East	14	24.6
West	6	10.5
City Population		
<50,000	26	45.6
50,000-100,000	8	14.0
100,001-150,000	8	14.0
150,001-200,000	4	7.0
200,001-250,000	2	3.5
250,001-300,000	2	3.5
>300,001	7	12.3
Number of Facebook Pages		
1	36	63.2
2	4	7.0
3	4	7.0
4	2	3.5
5	2	3.5
More than 10	4	7.0
None	5	8.8
Formal Facebook Strategy or Policy		
Yes	25	48.1
No	17	32.7
Unknown	10	19.2
Fans allowed to post content directly to wall		
Yes	25	49.0
No	23	45.1
Unknown	3	5.9

Number of years on Facebook		
Less than 1	1	1.9
1	4	7.7
2	6	11.5
3	10	19.2
4	5	9.6
5	15	28.8
6	1	1.9
7	7	13.4
8	1	1.9
9	2	3.8

Note. Frequencies not summing to $n = 57$ reflect missing data.

Further descriptive results are shown in Table 3. Results presented here reflect the 52 respondents reporting they have at least one Facebook page. Continuing to add to data pertaining to research question 1 and the means by which departments utilize Facebook, frequency of posts fell primarily in once a day ($n = 13$), 2-3 times a week ($n = 12$), and 2 times a day ($n = 10$). A majority of the participants posted content between 8 a.m. and 8 p.m.

Specific to research question 2 and the purpose of the departmental Facebook page, respondents were asked to select the main goal or goals of their Facebook from a list, and were able to select all that applied. Responses showed communication was the most selected goal (92.3%), followed by engagement (80.8%), promotion (78.8%), relationship development (67.3%), and branding (61.5%). There were four other responses which were categorized under other, with those reported as external communication, revenue generation, Township use, and ticket sales.

Table 3

Descriptive Results

Categorical variable	<i>n</i>	%
Frequency of posts		
More than 2 times a day	7	14.0
2 times a day	10	20.0
Once a day	13	26.0
2-3 times a week	12	24.0
Once a week	5	10.0
2-3 times a month	1	2.0
Once a month	2	4.0
Time of Day Content is posted (<i>n</i> responding yes)		
12 a.m. to 4 a.m.	1	2.0
4 a.m. to 8 a.m.	1	2.0
8 a.m. to 12 p.m.	39	76.5
12 p.m. to 4 p.m.	37	72.5
4 p.m. to 8 p.m.	26	51.0
8 p.m. to 12 a.m.	7	13.7
Main Goal(s) of Facebook Page (<i>n</i> responding yes)		
Engagement	42	80.8
Communication	48	92.3
Relationship Development	35	67.3
Branding	32	61.5
Promotion	41	78.8
Other	4	7.7

Note. Frequencies not summing to $N = 57$ reflect missing data.

The level of importance placed on the main goals of Facebook was examined in Likert scale from 1 (not at all important) to 7 (extremely important). These data relate to research question 2 and the purpose of the page. As shown in Table 4, the highest level of importance placed on the departmental goals was for communication ($M = 6.7$, $SD = 0.5$). Mean scores for all other items were between 5.6 to 5.8.

Table 4

Level of Importance Likert Scale Responses (where 1 = not at all important, and 7 = extremely important)

	<i>N</i>	<i>M</i>	<i>SD</i>	Min	Max
Level of Importance					
Engagement	50	5.7	1.2	3	7
Communication	50	6.7	0.6	5	7
Relationship Development	50	5.7	1.2	2	7
Branding	50	5.6	1.3	2	7
Promotion	49	5.9	1.6	1	7

Note. *n* not equal to 52 reflects missing data.

Table 5 indicates the means, standard deviations, minimum, and maximum on questions performed by Likert scale from 1 (never) through 7 (every time). Adding to the data for research question 1, frequency of the type of content posted (i.e. status updates; pictures; video; links to external sites; surveys; deals, offers, or prizes; product information; polls; and events) was collected, with events ($M = 5.9$, $SD = 1.0$) and pictures ($M = 5.6$, $SD = 1.2$) representing the most common type of content posted. Polls ($M = 2.0$, $SD = 0.9$), surveys ($M = 2.3$, $SD = 1.0$), and deals, offers, or prizes ($M = 2.7$, $SD = 1.4$) were the least types of content posted.

Insight metric tracking, addressing research question 3 and how departments evaluate their Facebook page use, show messages ($M = 5.4$, $SD = 1.9$), likes ($M = 5.3$, $SD = 1.6$), reach ($M = 5.2$, $SD = 1.6$), and events ($M = 5.2$, $SD = 1.5$) to be the most frequently evaluated metrics. Data exports of video ($M = 2.7$, $SD = 1.7$), post ($M = 2.9$, $SD = 1.8$), and page ($M = 3.0$, $SD = 1.9$) metrics were the least frequently used methods

of evaluating Facebook use. For the total number of staff hours dedicated to Facebook per week, responses reported by $n = 51$ had a mean of 8.1 ($SD = 8.2$) with a range between 0 and 40 hours, which also relates to research question 1.

Table 5

Frequency Likert Scale Responses

	<i>N</i>	<i>M</i>	<i>SD</i>	Min	Max
Type of content posted					
Events	50	5.9	1.0	2	7
Pictures	49	5.6	1.2	1	7
Status Updates	48	4.3	1.8	1	7
Links to external sites	50	3.8	1.5	1	7
Video	50	3.6	1.4	1	6
Product Information	49	3.3	1.8	1	7
Deals, Offers, or Prizes	50	2.7	1.4	1	7
Surveys	50	2.3	1.0	1	4
Polls	50	2.0	0.8	1	4
Insight Metric Tracking					
Messages	47	5.4	1.9	1	7
Likes	47	5.3	1.6	1	7
Reach	47	5.2	1.6	1	7
Events	47	5.2	1.5	1	7
Posts	46	5.0	1.7	1	7
Page Views	47	4.9	1.6	1	7
Actions on Page	47	4.7	1.7	1	7
Overview	46	4.4	1.7	1	7
Videos	46	4.0	1.9	1	7
People	47	3.9	1.5	1	7
Promotions	45	3.9	2.0	1	7
Export of page data	47	3.0	1.9	1	7
Export of post data	47	2.9	1.8	1	7
Export of video data	47	2.7	1.7	1	7
Staff hours per week spent on Facebook	51	8.1	8.2	0	40

Note. n not equal to 52 reflects missing data. (where 1 = never, and 7 = every time).

Table 6, on page 63, shows the means, standard deviations, minimum, and maximum on questions performed by Likert scale from 1 (strongly disagree) through 7 (strongly agree). Facebook pages including official logo and contact information scored the highest ($M = 6.6$, $SD = 0.7$). Facebook as the main social media tool scored the next highest among respondents ($M = 6.2$, $SD = 1.0$) followed by fan comments are responded to in a timely fashion ($M = 6.2$, $SD = 1.2$) and customers expecting a presence on Facebook ($M = 6.0$, $SD = 1.1$).

The lowest mean score was given for individuals in pictures/content being actively tagged ($M = 3.5$, $SD = 1.7$) followed by being trained/attended workshops for optimal Facebook utilization ($M = 3.8$, $SD = 2.0$). The next two lowest scores were for having the necessary staff resources to effectively manage my Facebook page ($M = 4.0$, $SD = 2.0$) and having the necessary financial resources to effectively promote my Facebook page ($M = 4.1$, $SD = 1.8$).

Table 6

Level of Agreement Likert Scale Responses

	<i>N</i>	<i>M</i>	<i>SD</i>	Min	Max
Level of agreement					
Our Facebook page includes our official logo and contact information	47	6.6	0.7	4	7
Facebook is our main social media tool	48	6.2	1.1	1	7
Fan comments are responded to in a timely fashion	48	6.2	1.2	1	7
Our customers expect us to have a presence on Facebook	48	6.0	1.1	2	7
Facebook posts are kept purposely brief	47	5.8	1.0	2	7
Facebook fan demographics are reflective of real life users	47	5.5	1.0	3	7
Facebook users represent our target market	46	5.3	1.1	3	7
Fan engagement on our page is high	46	5.0	1.2	2	7
We utilize paid advertising using specified targeting	48	4.5	2.5	1	7
We utilize paid advertising targeting current fans	47	4.4	2.4	1	7
We utilize paid advertising targeting current fans and their Facebook friends	48	4.3	2.4	1	7
I have the necessary financial resources to effectively promote my Facebook page	47	4.1	1.8	1	7
I have the necessary staff resources to effectively manage my Facebook page	47	4.0	2.0	1	7
I have been trained/attended workshops for optimal Facebook utilization	47	3.8	2.0	1	7
Individuals in pictures/content are actively tagged	48	3.5	1.7	1	7

Note. *n* not equal to 52 reflects missing data. (where 1 = strongly disagree, and 7 = strongly agree).

Stepwise Regression Results

Data Preparation

Values for responses to how frequently a department posts to Facebook were reversed so that more frequent posts were given a higher value for data analysis to ease in

interpretation of the results. Time of day items of when content was posted, 12 a.m. to 4 a.m. and 4 a.m. to 8 a.m., was removed due to a low number of respondents to those items (for each, $n = 1$). Total number of page likes displayed was severely right skewed, so a log transformation was conducted and the new variable, log likes, was used as the dependent variable for regression analysis (see Field, 2009).

Table 7 shows means and standard deviations for the total number of overall likes reported for a department's Facebook page (or average number of likes for departments with more than one page). Current total Facebook page likes reported by $n = 51$ had a mean of 8,246.4 ($SD = 10,261.0$) and ranged from 200 to 50,000. The log transformation of the data to correct the positive skew provided a mean of 3.6 ($SD = 0.5$).

Table 7
Number of Likes and Staff Hours

	<i>N</i>	<i>M</i>	<i>Med.</i>	<i>SD</i>	Min	Max
Total number of overall Likes	51	8,246.4	4,650.0	10,261.0	200	50,000
Log_Likes	51	3.6	3.7	0.5	2.3	4.7

Note. n not equal to 52 reflects missing data.

Bivariate correlations were examined for potential multicollinearity in the regression models. Due to the relatively small sample size, a conservative correlation of 0.6 and above was assessed for multicollinearity, and verified through high variance inflation factors ($VIF > 10$) and/or low tolerance scores (< 0.1) which suggested strong linear relationships between variables (Field, 2009). Where multicollinearity was present, the variables were aggregated and the new aggregated variable was used in the regression

model. Number of hours staff spend on Facebook and Frequency of Department Posts were collinear, but were not able to be aggregated considering their different scales. Frequency of department posts was used in the regression model as it showed normal distribution compared to the skewed distribution of number of hours.

From responses to the question asking for the frequency of the type of content posted, surveys were aggregated with polls, and deals, offers, or prizes were aggregated with product information. From responses to the question about departmental tracking of Facebook Insights metrics, the following items were aggregated due to high collinearity: overview and promotions; likes and events; reach, page views, actions on page, and posts; and exports of page data, post data, and video data.

From the question regarding level of agreement with statements, the following items were aggregated due to high collinearity: utilizing paid advertising to current fans, fans and their friends, and using specified targeting; and Facebook demographics and Facebook users. Within the same question, the following items were not included in the regression analysis due to a lack of distribution in the variable: our Facebook page includes our logo and contact information; our customers expect us to have a presence on Facebook; Facebook is our main social media tool; and fan comments are responded to in a timely fashion.

Analysis

To address research question 4, as measured by the number of page likes, a stepwise regression analysis was conducted using a pairwise deletion method. Pairwise deletion was used as some cases had missing values (e.g. where respondents may have

skipped a question), and the pairwise method allows for those cases to still be included in the analysis (Field, 2009). As shown in Table 8, the results of the stepwise linear regression produced five significant models predicting Facebook likes for Parks and Recreation Departments in Texas. In model 1, the only predictor included in the model was the frequency a department posts to Facebook. Model 2 added the number of years a department's Facebook page has been in existence, and model 3 added the city population as an additional variable. Model 4 included all of these predictor variables, and added the utilization of paid advertising. The regression model 5 added the final predictor variable fan engagement is high.

Table 8 shows that the fifth stepwise multiple linear regression explained the greatest amount of variance (57%; adj. $R^2 = .57$), significantly more variance than the previous model (R^2 change = .05, $p < .05$), and was significant $F(5, 38) = 12.454$, $p < .001$. As such, the fifth model will be the one presented here.

Table 8

Model Summary of Stepwise Multiple Linear Regression

	Adj. R Square	R Square Change	Sig. of Change	F	Sig
Model 1	.30	.32	.000	19.387	<.001
Model 2	.41	.12	.005	16.038	<.001
Model 3	.48	.08	.017	14.152	<.001
Model 4	.53	.06	.026	13.121	<.001
Model 5	.57	.05	.036	12.454	<.001

Results of model 5, presented in Table 9, reveal that the number of years on Facebook ($Beta = .296, p = .009$) and the population of the city ($Beta = .317, p = .004$) were both positively significant predictors of Facebook page likes. Furthermore, the frequency a department posts to Facebook was a significant predictor of Facebook Page Likes ($Beta = .308, p = .008$), with more frequent posts increasing page likes. Higher utilization of paid advertisements ($Beta = .237, p = .033$), and higher levels of fan engagement ($Beta = .228, p = .036$) were also both significant factors predicting likes.

Table 9

Stepwise Multiple Linear Regression Prediction Model 5

	B	SE	Beta	t	p
Model 5					
Frequency of department posts	.107	.038	.308	2.778	.008
Number of years of Facebook	.074	.027	.296	2.774	.009
Population of City	.078	.025	.317	3.106	.004
Utilization of paid advertising	.052	.024	.237	2.208	.033
Fan engagement is high	.095	.044	.228	2.178	.036

Note. Model 5: $F(5, 38) = 12.454, p < .001, Adj. R^2 = .57$

Summary

Results presented here address research questions 1 through 4, including the prevalence and means by which Parks and Recreation departments use Facebook, the purpose for Facebook use, methods used for evaluation of Facebook use, and the best predictor of Facebook page popularity. Using a mixture of descriptive statistics and a stepwise regression model, the present research was able to successfully show the

prevalence and means that Parks and Recreation departments utilize Facebook, as well as their Facebook page goals and methods of evaluation. Furthermore, a final model for predicting page likes was also found, and included the number of years on Facebook, population of the city, the frequency a department posts to Facebook, higher utilization of paid advertisements, and higher levels of fan engagement.

CHAPTER V

DISCUSSION

Facebook is the world's largest social networking site, with approximately five times the number of active monthly users compared to Twitter (Mihalcik, 2015). Furthermore, Duggan et al. (2015) argued that Facebook is used by 71% of internet users and represents 58% of the entire U.S. adult population. Employing relationship marketing theory as a basis for the study, the current investigation examined how Parks and Recreation departments in Texas utilize Facebook as a form of social media, their goals for using it, and how they evaluate its use. From this, the current study would then be able to suggest practical implications and best practices for social media use specific to Facebook and Parks and Recreation departments. Discussion will look at the utilization of Facebook, its content, purpose, and evaluation by Parks and Recreation departments, closing with implications, recommendations for further investigation, and conclusions.

Facebook Utilization

Descriptive statistics were used to evaluate the prevalence and means by which Parks and Recreation departments utilize Facebook. Results from the current investigation showed that the overwhelming majority of respondents had at least one or more Facebook pages that were managed by their department. The popularity of Facebook use among Parks and Recreation departments in Texas is unsurprising considering its low cost and highly efficient communication capabilities (Filo et al., 2015). Furthermore, it was suggested by Nair (2011) that an organization's presence on

Facebook has become expected, and respondents to the current study reported a high level of agreement that their customers expect them to have a presence on Facebook.

Parks and Recreation departments in the current study reported that the mean number of staff hours spent on Facebook was approximately eight hours per week. Current literature offers no guidance on the appropriate number of staff hours required to maintain a Facebook page. Furthermore, department level of agreement for having the necessary staff resources to effectively manage Facebook pages was low. Additionally, respondents reported low levels of agreement with having the necessary financial resources to effectively promote their Facebook page and for employees having been trained or attended workshops for optimal Facebook utilization. Similarly, current literature is lacking on the appropriate budget or training requirements to maintain a Facebook page. These results would suggest that although Facebook has been shown to be an effective and low cost form of communication (Filo et al., 2015; Mihalcik, 2015), the time and effort needed to adequately maintain a Facebook page (Briones et al., 2011; Ramsay, 2010) is a source of disparity for Parks and Recreation departments.

Texas Parks and Recreation departments appear to be experiencing the same challenges with regard to staff and financial resources evident in other industries. This conclusion can be drawn from research of American Red Cross staff as reported by Briones et al. (2011), who found concern over the time and staff resources it took to effectively maintain their Facebook pages. Moreover, Briones et al. (2011) recognized the need for more training to better equip staff with the necessary skills to effectively utilize their Facebook page. Without existing guidelines on staff hours, budget, or

recommendations for adequate training levels, more research is needed to better understand the requirements of Facebook use, and the requisite resources required to effectively maintain it for the Parks and Recreation industry.

Many of the responding departments had been using Facebook for some time, with the largest proportion reporting having had a page for between 2 and 5 years. The number of pages in existence for 1 year or less than 1 year, and for 8 or 9 years, were low. A slightly larger proportion of pages were between 6 and 7 years old. Facebook itself began in 2004, but didn't open up to the general public until 2006 (boyd & Ellison, 2008). However, the Facebook page feature utilized by Parks and Recreation departments only became available on Facebook in 2007 (Lee et al., 2014). Given its availability, it would appear that most Parks and Recreation departments in Texas were early adopters of Facebook page use, although no previous data is evident in the literature for purposes of comparison or trends.

Regarding the existence of a formalized Facebook strategy or policy, less than half of departments reported having a written or formalized strategy governing their Facebook use. Having a strategy or policy to guide Facebook use is recommended throughout the social media literature (Curtis et al., 2010; Glazer, 2012; Kaplan & Haenlein, 2009; Keitzmann et al., 2011; Nair, 2011; Pronschinke et al., 2012; Ramsay, 2010; Smith, 2012). Furthermore, previous research has shown that implementing a formal strategy has been argued to improve social media communication methods within non-profit organizations (Curtis et al., 2010). Additionally, research has highlighted the

need for guidelines to be specific to each social media platform such as Twitter, LinkedIn, and YouTube (Kaplan & Haenlein, 2009; Keitzmann et al., 2011).

The current research suggested that Parks and Recreation departments develop a Facebook usage policy, supported by the lack of departments reporting having a formal strategy for Facebook use. Such a policy would provide clear direction for content posting (i.e. type of content, frequency, time of day) to improve communication and fan engagement, which would in turn increase page likes and increased visibility of content. Although content of existing Facebook policies were not obtained in the current study, the results presented here would serve as a good starting point. Moreover, examples of organizational policies, including organizations within the government and non-profit sectors, can be found online (“Social Media Policy Database,” n.d.). It is recommended here that departments continue to develop their policies through constant evaluation of Facebook use to ensure it is reflective of current best practices and thereby enabling the organization to benefit to its maximum extent.

Responses in this study also found that approximately half of departments allowed fans to post content directly to their wall. Given the vast majority of departments’ Facebook pages goal was communication, it could be inferred that department expectation is for this communication to be predominantly generated from the organization rather than the fan. However, previous research has often referred to the benefits of increased engagement that a two-way communication model through social media and Facebook presents, and purported the benefits of listening to fans through Facebook (Glazer, 2012; Kaplan & Haenlein, 2009; Keitzmann et al., 2011; Nair, 2011;

Pronschinke et al., 2012; Ramsay, 2010). Furthermore, relationship marketing research would suggest that two-way communication increases interactivity beyond traditional consumer and company dialogue and is an opportunity for furthering the relationship marketing process (Williams & Chinn, 2010). Therefore, allowing fans the ability to post content to a Facebook page is strongly recommended to develop a department's communication with fans to build customer loyalty and increased engagement as suggested in the relationship marketing literature (Williams & Chinn, 2010).

Parks and Recreation departments reported the frequency of their posts to Facebook, with over two thirds reporting posting once a day, 2-3 times a week, or 2 times a day. The remaining respondents were almost evenly split between posting more than 2 times a day, or once a week or less. Research by Houk and Thornhill (2013), Lipsman et al. (2012), and Ramsay (2010) suggested posting frequently is preferred as it is related to increased visibility by fans, although none quantified those recommendations with a value. A study by Parsons (2013) looked at the Facebook pages of 70 global brands and found that the average number of Facebook posts was 24 times a month, which equates to approximately 0.8 times per day. Post frequency was shown to be a significant predictor of page likes for Parks and Recreation departments, and is discussed in more detail later in this chapter.

With regard to the time of day that Parks and Recreation departments posted to Facebook, results fell in order of prevalence primarily within the time slots of 8 a.m. to 12 p.m., 12 p.m. to 4 p.m., and 4 p.m. to 8 p.m. respectively. These times appear, somewhat unsurprisingly, correlated to standard working hours of parks and recreation

professionals, but could also be related to the times of expected Facebook use for their fans. Research by Houk and Thornhill (2013) found that neither the day or time posts were made had any statistically significant effect on the level of engagement by users, although results suggested posts made in the morning and at night gained more engagement. Despite this, the current study found no significant relationship between the time of day posts were made and the number of page likes.

Level of agreement scores for Facebook being the main social media tool used by Parks and Recreation departments were high, which is not surprising given Facebook's documented popularity and cost effectiveness (Filo et al., 2015; Mihalcik, 2015). Furthermore, Parks and Recreation departments reported high levels of agreement that customers expected their presence on Facebook, which is congruent with arguments by Nair (2011) and Parsons (2013). Nair (2011) further stressed the importance of engaging with consumers on Facebook to ensure an organization has some control over its message instead of allowing users to post about the company without recourse, as highlighted by Ramsay (2010) and Kaplan and Haenlein (2010). Retaining control over one's brand, imaging, and messages gives strong justification for Parks and Recreation departments to use Facebook and provides a rationale for those departments not using it to consider its adoption as a part of their organizational and strategic initiatives.

Facebook Content

Specific to the frequency of the type of content posted by Parks and Recreation departments, content were most often events and pictures, while polls, surveys, deals, offers, or prizes, were the least frequent types of content posted. Houk and Thornhill

(2013) argued that the type of content posted had an effect on user engagement, and that status updates and notes were less engaging than links, videos, and photos. Research by Lee et al. (2014) also found that posting content with photos gets more likes (and comments) than any other type of content, followed by videos and status updates. These findings mirror the Facebook behaviors of Parks and Recreation departments, although the current research did not find these to be significant predictors of page likes, and could suggest different characteristics that are specific to Parks and Recreation departments and their fans. Glazer (2012) suggested increasing user interest in an academic library Facebook page by running contests and promotions, although this type of content posting was not favored by respondents in the current study. This could be explained by research from Lee et al. (2015), who argued that it is important to tailor content to the characteristics and psychology of the target market. More research in this field could provide greater depth of understanding of how the type of content is applied across organizational types, and also into how the fans of Parks and Recreation department pages respond to the different types of content.

Additionally, departments in the study were asked to respond to a series of statements regarding Facebook use. The highest level of agreement was for department Facebook pages including official logos and contact information, to which most departments strongly agreed with. This is consistent with related studies in which Brettel et al. (2015) noted that a group's main Facebook page is often made up of "brand-related visuals" (p. 164) and Pronschinke et al. (2012) who found that professional sports teams who authenticated themselves as 'official' had more fans. Although actual content of

Parks and Recreation department Facebook pages was not collected, the high level of agreement would suggest departments are including this information on their page, which can result in more fans and visibility of content (Pronschinke et al., 2012).

The factor stating that post length is kept purposely brief also saw high levels of agreement with departments, although the actual meaning of the term ‘brief’ was not defined. Research by Ramsay (2010) highlighted the need for pages to post content that is consistent with the norms of the social media platform, and although not shown to be a significant predictor of page likes in the current study, shorter posts have been shown to garner more likes than longer ones (Lee et al., 2014). As such, it is recommended that Parks and Recreation departments continue to keep posts brief, as the present study suggested is their current practice, in order to follow observed Facebook behavior.

As opposed to pages including official logos and contact information, Facebook being the main social media tool used, customers expected their presence on Facebook, and that post length is kept purposely brief, the lowest level of agreement was given for individuals in pictures/content being actively tagged. Brettel et al. (2015) suggested that by increasing social links with key figures could be a potential avenue for increased visibility of content. When applying Brettel et al., (2015) suggestions of increasing links with key figures, Parks and Recreation departments should consider tagging prominent individuals within page content to increase its reach among Facebook users.

Parks and Recreation departments scored the level of agreement of the utilization of paid advertising across the three options presented (targeting current fans, current fans and their friends, and using specified targeting) as neither agree or disagree. Furthermore,

results for the variable of fan engagement showed departments only somewhat agreed with the statement that fan engagement on their page was high. Although scoring towards the middle of the scale, both of these factors were shown to be significant predictors in the number of department Facebook page likes, and are discussed in more detail later in this chapter.

Purpose of Facebook Usage

Research question 2 sought to understand the purpose or goal of Parks and Recreation department Facebook pages. The survey instrument asked respondents to select the options that applied from a list that specified engagement, communication, relationship development, branding, promotion, or other that were evident in the literature as goals of social media (Filo et al., 2015; Glazer, 2012; Waite & Wheeler, 2014). From expert review of the instrument, the open-ended option of ‘other’ was included, and additionally, respondents were also asked to then rate the level of importance their department placed on those items on a 7-point Likert scale.

Of the Parks and Recreation departments surveyed, almost all of them responded that communication, defined as sharing or receiving information or news, was a main goal of their Facebook page. This goal was also rated as being extremely important, and the most important goal of the options presented. This is congruent with findings presented in Filo et al. (2015), who highlighted that social media gives firms a high efficiency method of communication, and Curtis et al. (2010) who stated that “social media tools are becoming beneficial methods of communication” (p. 92). As noted previously in this chapter, only half of departments allowed fans to post content directly

to their wall, suggesting that this communication is predominantly one-way. Opening up to two-way communication could assist departments to establish interactions, provide value, and strengthen relations with fans within a relationship marketing process (Williams & Chinn, 2010).

Engagement, presented as an active participation with the department's page or post, was the second most popular goal of department Facebook pages, with the majority reporting it as a goal. Furthermore, departments rated engagement as being very important. Engagement with fans has been shown to be an effective method of keeping and getting page fans (Pronschinke et al., 2012).

Promotion, or the marketing of a special offer or discount, resulted in the majority reporting it as a main goal, and was again said to be very important to Parks and Recreation departments. Glazer (2012) suggested increasing user interest in an academic library Facebook page by running contests and promotions, but this type of content posting did not score as highly as other goals for the Parks and Recreation departments responding to the current study.

Relationship development, or the creating of connections to improve customer loyalty, was reported as a main goal by two-thirds of departments, yet was still rated as being very important. Briones et al. (2011) found that building relationships was a common strategy employed by the American Red Cross on their Facebook page, utilizing two-way communication and conversational approaches to engage with their fans. Similarly, Parsons (2013) found that goals of 70 global brands appeared to be the development of relationships with consumers. Relationship development could be an area

that Parks and Recreation departments look at as a way to improve their utilization of Facebook, and help solidify offline relationships with users (boyd and Ellison, 2008).

Branding, defined as increasing the awareness of, and differentiating their product or services from, others, was a main goal for less than two-thirds of respondents, but had a similarly high level of importance as the other goals presented to departments for scoring. Research by Williams and Chinn (2010) highlighted the goal of sports organizations was to use social media as a way of building a brand and customer loyalty within the context of its relationship marketing goals and have emphasized the importance of social media in the relationship marketing process.

Facebook Usage Evaluation

The importance of evaluation of Facebook use is highlighted by Ernoult (2013) who stated that measurement of Facebook information allows for the management and improvement of performance. More specifically, Houk and Thornhill (2013) suggested using Insight data to improve posting practices and engagement, and Waite and Wheeler (2014) noted Facebook page analysis using the Insights tool allows for a useful assessment of communication strategies.

Facebook Insights tools available for departments to utilize when evaluating their pages include overview, promotions, likes, reach (including likes, comments, and shares), page views, actions on page, posts, events, videos, people, messages, an export of page data, an export of post data, and an export of video data. Parks and Recreation departments were asked to score the frequency that they used the Insight metrics on a 7-point Likert scale. It was evident from this study that the most common metrics tracked

were messages, likes, reach, and events. Data exports of page, post, and video metrics were the least frequently used methods of evaluating Facebook.

Although none of these factors were found to be significant predictors of Facebook page likes, the importance of measuring Facebook utilization has been highlighted in previous literature (Glazer, 2012; Keitzmann et al., 2011; Lipsman et al., 2012; Nair, 2011). It should be noted that the current researcher found that the Facebook Insight tool has been constantly evolving since its introduction in 2011, and as such, restricts the reliability of future studies in this area.

The means by which Parks and Recreation departments utilize Facebook have been discussed, but the current research was also interested in finding which factors were significant predictors of Facebook page likes. Average page likes for departments in this study were approximately 8,200 and ranged from between 200 to 50,000 total page likes. Results from the stepwise regression analysis provided five significant models predicting Facebook page likes, with model 5 predicting the greatest amount of variance, and included the frequency a department posts to their Facebook page, the number of years the Facebook page has been in existence, the population size of the city that the department resides, department utilization of paid advertising, and those departments reporting high fan engagement. City population and number of years on Facebook are factors that cannot be controlled; accordingly, post frequency, advertisement, and engagement are the variables discussed here in more detail.

Houk and Thornhill (2013) looked at data for the Facebook page of one university library, and found that increased post frequency led to increased page likes, which is

consistent with findings in the current study. Research by Parsons (2013) of 70 global brands found they posted to Facebook approximately 0.8 times per day. By comparison, the current study found that more than half of the Parks and Recreation departments surveyed self-reported posting content to Facebook once a day or more frequently. However, a sizeable amount of departments posted less than once a day, and would likely benefit from more page likes if they increased post frequency. Garcia-Milian et al. (2012) found positive correlations between the number of fans a page had and the number of posts, tabs, events, and photos on the page. Of those variables, the current research found only the number of posts, (i.e. post frequency) was a significant predictor of page likes.

Lipsman et al. (2012) argued that more frequent posts resulted in increased visibility of content, but cautioned that frequency and content should align with the expectations of fans so as not annoy or disengage them. Ramsay (2010) also suggested posting frequently, but not too much. However, neither Ramsay (2010) nor Lipsman et al. (2012) provided quantifiable data to suggest at what point post frequency has a negative effect on page likes and such assertions were not identified in the current research. This is an area for potential future research and should be looked at in conjunction with the necessary staff, time, and resources required to do so.

Departmental utilization of paid advertising was another variable found to be a significant predictor of Facebook page likes. Due to high levels of collinearity between the three advertising statements presented (utilizing paid advertising to current fans, fans and their friends, and using specified targeting), these variables were aggregated, and results across the three averaged a mean score of 4.36 on a 7-point Likert scale. Although

respondents reported low agreement to having the necessary financial resources to effectively manage their Facebook page, the results here suggested Parks and Recreation departments increase their amount of advertising to increase page likes. A potential benefit from advertising, which could help departments pay for further advertising, could be an increase in revenue for those departments supported by the findings of Brettel et al. (2015) that advertising on Facebook led to a significant increase in sales for companies. Although funding for municipal Parks and Recreation departments primarily comes from taxation or from issuing bonds (Kraus, 1990), generation of extra revenues that can be linked to Facebook engagement (through evaluation) could be used to justify further expenses in this area.

Lipsman et al. (2012) and Pronschinke et al. (2012) both stressed that page content is primarily consumed within a Facebook user's newsfeed as opposed to the Facebook page itself. Furthermore, Houk and Thornhill (2013) discussed that Facebook changes to the algorithm used to populate content in a user's newsfeed resulted in challenges of gaining content visibility. These findings would reinforce the use of paid advertisements to increase a page's popularity as suggested in the current study as it forces content into the newsfeeds of users, leading to increased visibility of content and potentially, sales. Another suggestion by Lipsman et al. (2012) was to focus on advertising to friends of current fans as they found that for every fan of a page, there are 34 friends that can be reached. Lipsman et al (2012) concluded that these friends are likely to have similar interests and could be an effective way to manage growth of page likes.

Results from the current research found that the variable of high fan engagement was a significant factor in predicting Facebook page likes, with Parks and Recreation departments reporting they somewhat agree that fan engagement on their page is high. Furthermore, the current study found that the majority of Parks and Recreation departments reported engagement as a main goal of their page and said that engagement was very important. As previously discussed in this chapter, adjusting the type of content posted has been shown in previous research to affect the level of engagement with fans (Glazer, 2012; Houk & Thornhill, 2013; Lee et al., 2014).

It can be inferred from the current results that Parks and Recreation departments concerned with increasing page likes should consider how the relationship between engagement and communication could work together as goals for a Facebook page. The purpose of department Facebook pages was primarily as a form of communication (a main goal reported by almost all respondents), but by incorporating behaviors that could lead to more fan engagement, departments could increase page likes, popularity, and sales. This could include posting more media rich content such as pictures and videos, allowing users to post content to their wall to improve two-way communication, ensuring fans are responded to, and looking at Insights data to see what types of content have worked well in the past (Glazer, 2012; Houk & Thornhill, 2013; Lee et al., 2014; Nair, 2011; Waite & Wheeler, 2014; Williams & Chinn, 2010).

The relationship between likes and engagement has also been highlighted by Houk and Thornhill (2013), who recognized that the more fans there are of a Facebook page the more likely they are to experience increased opportunity for engagement.

Therefore, it can be posited that increased engagement by Parks and Recreation departments would also enable the communication of content to a larger audience through more fans of their page.

The current research has highlighted that Parks and Recreation departments place the goal and level of importance of communication higher than any other goals for their Facebook use. This focus on communication would appear to fall in line with relationship marketing theory. For example, Grönroos (2004) suggested the need to expand marketing approaches to consumers from a transactional to a relational approach through the processes of interaction, communication, dialogue, and value. These processes proposed in his research appear to lend themselves well to the framework and structure of Facebook, including providing clear avenues and opportunities for interaction, two-way communication, continued dialogue, and value as the relationship develops over time. Moreover, the interaction process highlighted by Grönroos (2004) fits well with the results of the current study suggesting high engagement by fans is a key predictor for page likes. However, only two-thirds of Parks and Recreation departments in the current study reported relationship development as a main goal of their Facebook page. Williams and Chinn (2010) emphasized the importance of social media in the relationship marketing process outlined by Grönroos (2004), and suggested more research should be conducted to investigate how social media can be best utilized within the relationship marketing framework.

Bee and Kahle (2006) argued that consumers enter into relationships within a sport marketing context for reasons of compliance to outside influences, identification

and association with a team or player, and internalization through shared values. For Parks and Recreation departments, the current study argued that it is important to develop an understanding of how these factors are influencing a particular consumer to engage with their Facebook page to develop a better strategy for use.

The current study addressed the need for more research like that put forward by Williams and Chinn (2010) and expanded and added to the relationship marketing theory within a social media context and more specifically, as applied to Facebook. Based on the current findings presented, it is posited that Facebook is an invaluable tool in relationship marketing development for Parks and Recreation departments in Texas.

Limitations, Recommendations, and Conclusions

Limitations of the current study included the use of the TRAPS contact list for dissemination of the survey to its members, which may not be complete and/or up-to-date. Furthermore, the limitations of multiple regression was that it only provides a strength of relationship and not a causal mechanism of why these relationships might occur. Finally, it is unknown whether the participants of the survey were representative of the TRAPS member body as a whole.

The current study has presented information on the importance of the need for Parks and Recreation departments to develop a formal written policy or strategy to direct Facebook use. Less than half of respondents to this study reported having such a strategy in place, and it is recommended that developing a formal policy based on a relationship marketing approach would greatly benefit departments in attaining more fans. Using Grönroos (2004) and Williams and Chinn (2010) as a basis, such a policy would

incorporate the components of interaction, communication, dialogue, and value within a social media setting.

The current research has found that for Parks and Recreation departments in Texas to increase page likes to enhance their identified goals, posting content frequently is one method that could be employed. Although previous research has suggested there is an optimal level for post frequency before it begins to negatively affect page popularity (Brettel et al., 2015), the current research did not find evidence to support this claim.

This research also recommends Parks and Recreation departments utilize paid advertising to increase Facebook fans. As noted by Houk and Thornhill (2013), Facebook algorithms can limit the amount of page content that makes it into the newsfeed of fans, which previous research has argued is where users consume the most content about a brand (Lipsman et al., 2012; Pronschinke et al., 2012). These arguments would concur with this study's results which indicated that paid advertising can aid in increasing page likes and as a result, the visibility of content. Furthermore, Parks and Recreation departments should investigate ways to elicit high levels of fan engagement, such as the type of content posted (Glazer, 2012; Houk & Thornhill, 2013; Lee et al., 2014).

With regard to relationship marketing, it would appear that Parks and Recreation departments are well placed to utilize Facebook to enhance their communication to allow for more two-way communication and interaction with fans (Williams & Chinn, 2010). Furthermore, relationship marketing theory and the research of Grönroos (2004) suggested that more Parks and Recreation departments consider making relationship development a main goal of their page.

The ever-changing nature of social media and Facebook suggest a need for Parks and Recreation departments to continue to evaluate their methods and approaches over time to ensure they are using Facebook to its fullest potential. Although none of the evaluation methods in the current study were found to be significant predictors of Facebook page likes, the importance of measuring Facebook utilization has been highlighted in previous literature (Glazer, 2012; Keitzmann et al., 2011; Lipsman et al., 2012; Nair, 2011). For example, recent changes to the like button has seen the additional responses of love, haha, wow, sad, and angry as options for users to express their feelings towards content. Furthermore, the Facebook Live feature is a new development which allows users to post live video action to their page and elicit immediate response from friends. It is not a stretch to imagine further changes can have an impact to the ways in which users engage with a department's Facebook page.

There are several areas that the current research has addressed that would make suitable avenues for further investigation. Although asked whether departments had a written or formalized strategy governing their Facebook use, the content of that strategy was not investigated further. More research could delve into the content of those with written policy to look for commonalities between those with higher numbers of likes to further aid Facebook practices of Parks and Recreation departments. This idea was suggested by an expert reviewer of the pilot study, but was deemed too broad in scope for the current research.

Further research widening the sample population to Parks and Recreation departments outside of Texas would serve as good comparison data to the research

presented here, and could expand the external validity of the current study's instrument. Similarly, Facebook utilization by other institution types across different service sectors would also further this research area. Filo et al. (2015) also suggested expansion of research in this field to geographical locations outside of North Texas, and such research could be used to compare differences and similarities to the data presented here.

Filo et al. (2015) also recommended further research in the field of sport management and social media should employ more diversity in their methodological approaches, including a longitudinal design. It is recommended here that a longitudinal approach, considering within its design the changes and development of technology, could be employed with the current population sample to track changes to Facebook utilization by Parks and Recreation departments over time.

Research looking at how Parks and Recreation departments utilize other forms of social media would also give a broader understanding of social media use in general. It has been noted by Nair (2011) that there are distinct differences between social media platforms, so results from the current study are not generalizable to platforms other than Facebook.

The current research found that higher frequencies of posting content to Facebook predicted more likes for a page. However, further investigation is recommended into optimal frequencies of posting content, and whether posting too often can have a negative effect (as suggested by Brettel et al., 2015).

Current research looked only at evaluation tools available within Facebook. Waite and Wheeler (2014) cautioned against relying solely on Facebook analytics, and it is

therefore recommended that further research look at other methods of evaluating variables effecting page popularity with a more qualitative methodological approach. Increasing diversity of methodological approaches in sport management social media research was also suggested by Filo et al. (2015).

The current research found that departments reporting higher fan engagement with their page were more popular. However, ways of increasing this engagement were only partly addressed through responses related to research question 1 and the means by which departments use Facebook. Further investigation could be beneficial in providing more insights into how these means might predict higher levels of engagement with fans. Pronschinke et al. (2012) found engagement a significant predictor of page likes but noted the need for more research to better understand the optimal levels of engagement for pages and fans.

Lastly, it is recommended that further research be conducted into the fans of Parks and Recreation department Facebook pages to better understand their motivations and behaviors when interacting with a departments' page or content, and how this might impact their participation or intent to consume departmental offerings. It is posited that this would enable departments to find ways of increasing fan engagement and improving page popularity through a deeper understanding of its fans, and their behaviors.

The main conclusion from the current research is that Parks and Recreation departments could increase Facebook page popularity by concentrating on frequency of posts, utilization of paid advertising, and finding ways of eliciting high levels of fan engagement.

Furthermore, it has been highlighted by Nair (2011) that it is important to understand what others are doing within social media and to compare for purposes of evaluation and improvement. The current research has provided Parks and Recreation departments in Texas with a great deal of knowledge to be used for purposes not only of comparison, but also for development of best practice methods of Facebook utilization.

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APPENDIX A
Permission Letter

May 3, 2016

Dr. Michal Anne Lord
Executive Director, Texas Recreation and Park Society
P.O. Box 5188
Jonestown, TX 78645
michalannelord@traps.org

Dr. Lord,

I am writing to request assistance with my research looking at Facebook use amongst parks and recreation departments in the state of Texas. Specifically, I am asking that you email all of your current members a link to my online survey instrument for them to participate in my study, as well as providing some general aggregate information regarding those members (total number of members, departments, etc.) I am a doctoral student at Texas Woman's University, and this research is for my dissertation and final graduating requirement. I am also the Recreation Services Supervisor with the Town of Flower Mound Parks and Recreation Department, and current TRAPS member.

As you are most likely aware, Facebook is the most popular social networking site, and is becoming one of the standards for organizations to use to engage with stakeholders. The goal of my research is to look at how parks and recreation departments use Facebook, why they are using it, how they evaluate its use, and most importantly, what items are shown to affect page popularity. In doing so, I aim to provide practitioners with information that they can implement to improve their Facebook use.

My current timeline puts my data collection in late May-early June. Utilizing PsychData to host my survey, respondents will be asked to respond to each question, which should take approximately 15 minutes to complete. Data will be kept confidential and no identifying information will be collected. Data analysis, using statistical software package SPSS, will be conducted over the summer, and a final product presented to my dissertation committee in the fall semester of 2016.

I look forward to hearing from you. Please feel free to contact me should you have any questions.

Sincerely,



David Powell

Ph.D. Candidate in Sport Management, Kinesiology Department
Texas Woman's University
Denton, TX 76204
david-powell@hotmail.com

APPENDIX B
Recruitment Letter

Dear TRAPS Member,

You are being asked to participate in a research study for Mr. Powell's dissertation at Texas Woman's University. The purpose of this study is to examination how parks and recreation departments in Texas utilize the social networking site, Facebook.

As a participant in this study you will be asked to fill out a survey via PsychData. The link to the survey is at the bottom of this email. You will be asked a series of questions pertaining to your department's demographic profile, your department's Facebook page, posting habits, and your evaluation techniques. The survey should take approximately 15 minutes of your time. Surveys should be returned no later than [DATE].

Limited risks involved in the participation of this study include those generally associated with loss of time and confidentiality associated with online surveys. However please note that your confidentiality will be protected to the extent that is allowed by law. No personally identifiable information will be collected, and departmental specific responses will be kept confidential. Only the researcher will have access to the data, which will remain in aggregate form.

Your participation is completely voluntary and the return of your completed questionnaire constitutes your informed consent to act as a participant in this research. Participation can be withdrawn at any time without penalty.

Survey link: <https://www.psychdata.com/s.asp?SID=170972>

Thank you for your time and participation.

Sincerely,

David Powell
Kinesiology, PhD Student
Texas Woman's University
dpowell@twu.edu

Investigator:	David Powell	dpowell@twu.edu	(940) xxx-xxxx
Advisor:	Gwen Weatherford, PhD	gweatherford@twu.edu	

APPENDIX C

Final Survey Instrument

FINAL Texas Parks and Recreation Departments Facebook Utilization
Which TRAPS region are you located in?

- North [Value=1]
- South [Value=2]
- Central [Value=3]
- East [Value=4]
- West [Value=5]

Please provide the name of the city your department is in.

What is the approximate size of your city's population?

- <50,000 [Value=1]
- 50,000-100,000 [Value=2]
- 100,001-150,000 [Value=3]
- 150,001-200,000 [Value=4]
- 200,001-250,000 [Value=5]
- 250,001-300,000 [Value=6]
- >300,000 [Value=7]

Please specify the number of Facebook pages your Parks and Recreation department manages.

- None [Value=12]
- 1 [Value=1]
- 2 [Value=2]
- 3 [Value=3]
- 4 [Value=4]
- 5 [Value=5]
- 6 [Value=6]
- 7 [Value=7]
- 8 [Value=8]
- 9 [Value=9]
- 10 [Value=10]
- More than 10 [Value=11]

Question Logic

If [None] is selected, then skip to question [GO TO END OF SURVEY]

If [1-More than 10] is selected, then skip to question [No logic applied]

How many years has your department's Facebook page been in existence?

- Less than 1 [Value=1]
- 1 [Value=2]
- 2 [Value=3]
- 3 [Value=4]
- 4 [Value=5]
- 5 [Value=6]
- 6 [Value=7]
- 7 [Value=8]
- 8 [Value=9]
- 9 [Value=10]
- 10 [Value=11]
- More than 10 [Value=12]

Does your department have a written, formalized strategy or policy governing Facebook use?

- ☐ Yes [Value=1] ☐ No [Value=2] ☐ Unknown [Value=3]

Approximately how many total hours per week does staff spend utilizing Facebook or working on Facebook related activities? Please provide the total average number of hours per week for all staff combined.

What is the main goal, or goals, of your department's Facebook page? Please select all that apply.

- ☐ Engagement (active participation with your page or post) [Checked=1]
- ☐ Communication (sharing or receiving information or news) [Checked=1]
- ☐ Relationship development (creating connections to improve customer loyalty) [Checked=1]
- ☐ Branding (increasing awareness and differentiating your product or services from others) [Checked=1]
- ☐ Promotion (marketing a special offer or discount) [Checked=1]
- ☐ Other (please specify) [Checked=1]

Please rate the level of importance your department places on the following goals associated with its Facebook page.

	1 - not at all important	2 - low importance	3 - slightly important	4 - neutral	5 - moderately important	6 - very important	7 - extremely important	N/A
Engagement (active participation with your page or post)	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]	<input type="radio"/> [Value=8]
Communication (sharing or receiving information or news)	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]	<input type="radio"/> [Value=8]
Relationship development (creating connections to improve customer loyalty)	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]	<input type="radio"/> [Value=8]
Branding (increasing awareness and differentiating your product or services from others)	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]	<input type="radio"/> [Value=8]
Promotion (marketing a special offer or discount)	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]	<input type="radio"/> [Value=8]

Are fans of your department's Facebook page allowed to post content directly to your wall?

☐ Yes [Value=1] ☐ No [Value=2] ☐ Unknown [Value=3]

Please specify the total number of overall 'Likes' your Facebook page has? For multiple pages, please provide an average number of overall likes.

Page Break

Please specify how frequently your department posts content to your Facebook page.

--Select--

- More than 2 times a day [Value=1]
- 2 times a day [Value=2]
- Once a day [Value=3]
- 2-3 times a week [Value=4]
- Once a week [Value=5]
- 2-3 times a month [Value=6]
- Once a month [Value=7]
- Less than once a month [Value=8]

Please select the time of day in which content is typically posted. Please select all that apply.

- ☒ 12 a.m. to 4 a.m. [Checked=1]
- ☒ 4 a.m. to 8 a.m. [Checked=1]
- ☒ 8 a.m. to 12 p.m. [Checked=1]
- ☒ 12 p.m. to 4 p.m. [Checked=1]
- ☒ 4 p.m. to 8 p.m. [Checked=1]
- ☒ 8 p.m. to 12 p.m. [Checked=1]

Please select the frequency for the type of content usually posted

	1 - never	2 - rarely	3 - occasionally	4 - sometimes	5 - frequently	6 - usually	7 - every time
Status updates	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]
Pictures	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]
Video	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]
Links to external sites	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]
Surveys	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]
Deals, offers, or prizes	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]
Product information	<input type="radio"/> [Value=1]	<input type="radio"/> [Value=2]	<input type="radio"/> [Value=3]	<input type="radio"/> [Value=4]	<input type="radio"/> [Value=5]	<input type="radio"/> [Value=6]	<input type="radio"/> [Value=7]

Polls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]

Page Break

Facebook provides tools, called "Insights," to provide information about a Page's performance. How often does your department track each of the following Facebook Insight metrics?

	1 - never	2 - rarely	3 - occasionally	4 - sometimes	5 - frequently	6 - usually	7 - every time
Overview	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Promotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Likes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Reach (including likes, comments, and shares)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Page views	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Actions on page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Posts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Videos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
People	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
An export of Page data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]

An export of Post data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
An export of Video data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]

Page Break

To what extent do you agree with the following statements?

	1 - strongly disagree	2 - disagree	3 - somewhat disagree	4 - neither agree or disagree	5 - somewhat agree	6 - agree	7 - strongly agree
Individuals in pictures/content are actively tagged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Our Facebook page includes our official logo and contact information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
We utilize paid advertising targeting current fans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
We utilize paid advertising targeting current fans and their Facebook friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
39. We utilize paid advertising using specified targeting (e.g., location/age/gender/interests).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Our customers expect us to have a presence on Facebook.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Facebook is our main social media tool.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Fan comments are responded to in a timely fashion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]

Facebook fan demographics are reflective of real life users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Facebook posts are kept purposely brief.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Facebook users represent our target market.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
Fan engagement on our page is high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
I have the necessary staff resources to effectively manage my Facebook page.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
I have the necessary financial resources to effectively promote my Facebook page.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]
I have been trained/attended workshops for optimal Facebook utilization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	[Value=1]	[Value=2]	[Value=3]	[Value=4]	[Value=5]	[Value=6]	[Value=7]

Automatic Page Break

FINAL Texas Parks and Recreation Departments Facebook Utilization

Thank you for participating in this survey. For more information, please contact David Powell, david.powell@flower-mound.com.

For maximum confidentiality, please close this window.

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