Social media adoption by microbusinesses

A thesis

submitted in fulfilment

of the requirements for the degree

of

Doctor of Philosophy in Management Information Systems

at

The University of Waikato

by

DEBASHISH MANDAL

THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

2015

This thesis is dedicated to

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Abstract

The social media implementation process (initiation, adoption, adaptation, acceptance, use and incorporation) is examined in correlation with the five factors (individual, organisational, technological, environmental and performance). Numerous existing theories from the innovation, technology adoption and performance measurement literature are used to derive probable relation between the implementation process and the five factors. Such expansive scope and comprehensive theory development has been articulated but never attempted. To manage the large scope, microbusinesses are selected purposefully due to their limited business processes. The research design reflects the need for relevance by using Lewin's action research (traditional social change model) as the primary method augmented by participant observation (physical and online). Data collection uses a mix of unstructured, semi-structured and structured interviews assisted by structured observation. Data analysis uses a set of routines, such as tabulation, categorisation, abstraction and verification, involving prediction and testing.

The research finds that a collaborative process to address concerns, along with quick start and self-training, helped to adopt social media. Participants needed to focus on concrete experience, work-place learning and personal knowledge for learning to use social media. Usefulness arising from improved communication, fitness and medium richness was the dominant indicator for acceptance and use. Continued use relied on satisfaction and habit of the user. Individual characteristics and personality factors both seemed to be a poor indicator of adoption with weak links towards extroversion. Microbusinesses suffered primarily from context and mental mode related challenges for social media use. Type of business, such as service shops, had a greater probability of success. Social media positively affected relationship marketing in terms of service quality. Business activity associated with specialisation seemed to perform poorly with social media. Finally, performance measurement techniques included finding the capability of social media to meet survival objectives, improve capacity utilisation and business resale value.

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Chapter 1 Introduction

Social media *adoption* in microbusinesses is examined using the six-phase information system implementation process shown in Figure 1.1. This six-phase implementation process combined with five factors (individual, organisational, technological, environmental, and performance measurement) (Damanpour & Evan, 1984; Damanpour & Schneider, 2006; Damanpour, Szabat, & Evan, 1989; Damanpour, Walker, & Avellaneda, 2009; Damanpour, 1991; Han, Kim, & Srivastava, 1998; Kwon & Zmud, 1987) serve as an overarching theoretical framework guiding the research process.
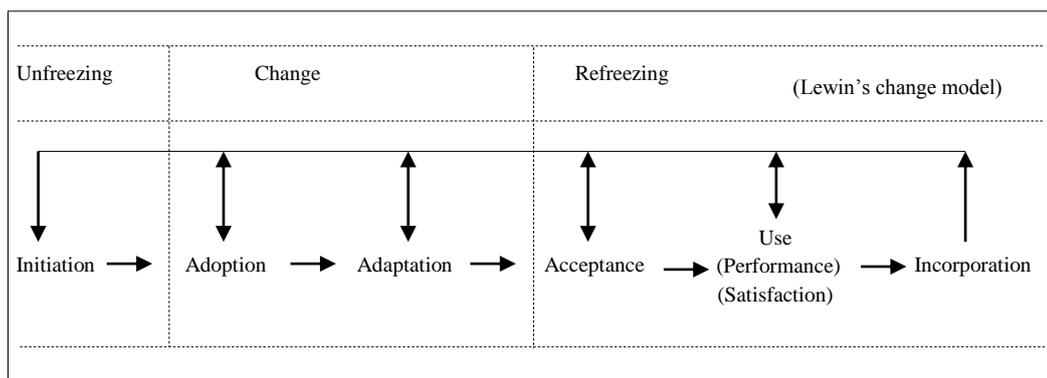
Figure 1.1 The information system implementation process
Source: (Kwon & Zmud, 1987, p. 233)

The term *adoption* is used to describe "the multitude of activities, decisions, and evaluations that encompass the broad effort to successfully integrate an innovation into the functional structure of a formal organisation" (Hall, 1974, p. 5). This is significantly different from deciding to use (Rogers & Shoemaker, 1971) or intention to use (Venkatesh, Morris, Davis, & Davis, 2003) which focuses on pre-adoption behaviour to predict usage (Veiga, Keupp, Floyd, & Kellermanns, 2013). Use is understood in terms of duration, frequency and intensity (Bolton et al., 2013; Venkatesh, Brown, Maruping, & Bala, 2008).

The social media platform used for this investigation is Facebook and microbusinesses comprised of *business*es with less than nine employees. A *business* is considered to have only one purpose: "to create a customer" because "the customer is the foundation of the business and keeps it in existence" and hence a business has "two basic functions: marketing and *innovation*" (Drucker, 1954, p. 37). "*Innovation* is defined as the adoption of an idea or behaviour — whether a product, device, system, process, policy, program, or service — that is new to the adopting organisation" (Damanpour, 1988, p. 546). *Information system* is defined as "social systems which rely, to a greater and greater extent, on new technology for their operations" (Boland & Hirschheim, 1987, p. viii). Facebook is a form of computer mediated information system which is changing businesses (Rayport, 2011) and hence the adoption of Facebook is treated as an adoption of innovation (Kwon & Zmud, 1987).

Adoption of innovation (and hence information systems such as Facebook) may be influenced by five key factors:

- ➢ Individual factors
- ➢ Organisational (structure and task) factors
- ➢ Technological factors
- ➢ Environmental factors
- ➢ Performance measurement factors

Source: (Damanpour & Evan, 1984; Damanpour & Schneider, 2006; Damanpour et al., 1989, 2009; Damanpour, 1991; Han et al., 1998; Kwon & Zmud, 1987).

The research has two aims. First, it strives to be the most comprehensive investigation about implementation of information systems and consequently the most elaborate and comprehensive theory about social media adoption. The research achieves this ambition by conceiving the information system implementation process (in this case Facebook) as a six-phase implementation (adoption) process (Figure 1.1) starting from initiation to final incorporation of Facebook in the functional structure of the microbusiness. Most adoption research concentrates on two or more variables (Damanpour, 1991), or it is couched in two or more phases of the implementation process (Kwon & Zmud, 1987) and cannot provide a comprehensive picture. The research purports to address this lacuna and

proposes to examine social media adoption across the six phases and the five factor to provide a most comprehensive theory.

Microbusinesses are purposefully selected due to their limited business processes, which will result in the five key factors having less sub-factors making the overall research process manageable. The examination of the five factors required the research to be eclectic in its choice of existing theories since no singular theory or line of investigation may be suitable for all. For example, individual factors require theories, such as perception of usefulness or organisational factors require theories such as centralisation or formalisation. The investigation does not purport to prove or extend any existing theory. Rather, the purpose is to explain social media adoption by microbusinesses using a blend of best possible theories, which provide plausible explanation. In doing so, the researcher aims to develop a multi-faceted theory, which can assist interested parties to undertake technology adoption in microbusinesses. The aim is not to provide an encyclopaedia of theories but urge the reader to appreciate the multi-faceted scope of this thesis, which encompasses process, individual, organisational and performance measurement factors that impact innovation adoption.

The second aim is relevance, such that this research should be useful to the participants by providing a direct tangible return in terms of new customers and business. Growing importance of relevance is obvious by the theme at the European Conference on Information Systems (2007) *"Relevant rigour – Rigorous relevance"* (DeLuca et al., 2008 p.49). Action research and design research have been proposed by several authors to increase the relevance of IS research (Lee, 2010; Sein et al., 2011; Wastell, 2010; Österle et al., 2010). A group of authors have also proposed embracing diversity in research approach and methodology (Chiasson, Germonprez, & Mathiassen, 2009; Davison & Martinsons, 2011; Mingers, 2001; Robey, 1996). Suggestions have been made to shun the dominant behaviourist and reasoned action model in favour of the theory for design and action (A. Lee, 2010; Österle et al., 2010; Sein et al., 2011; Wastell, 2010).

Accordingly, this research is driven by the two central aims, which give shape and guidance to the entire research process. The two aims are:

> ➢ The research should be the most comprehensive, detailed and grounded examination of information system implementation process.

> ➢ It should be useful to the participants, such that it generates meaningful business value for them in the form of increase in sales, or other forms of advantage.

The research questions were developed using the two guiding principle and interaction with a group of small business owners in a seminar arranged by the local chamber of commerce for social media adoption by businesses.

The central research question is:

RQ - How and why is social media adopted by microbusinesses?

The investigation follows the principles of market orientation (such as understanding the requirements of the local small business and designing an offering) (Jaworski & Kohli, 1993; Narver & Slater, 1990) and the concept of a holistic approach to new product development (speed and flexibility) instead of the traditional sequential approach (Takeuchi & Nonaka, 1986) (Figure 1.2). The principles are used to initiate the research process to take advantage of the then (year 2010) need for knowledge and best practices in the use of social media. The research process was initiated with a minimum amount of literature review with the idea that review may be performed as new insights are discovered during the implementation process. This is consistent with the action research method in which re-orientation is constantly required to a central aim, such as the relationship between the steering of a ship and the lighthouse (Lewin, 1947). Accordingly, similar to the central research question, the nine sub-research questions were not derived out of the literature review but from field research.

Using the central research question, 'How is social media adopted by microbusinesses' and minimum literature review (technology adoption theory), field research was performed. Subsequently, problems and insights were discovered during the process of field research, resulting in definition of sub-research questions. An iterative process was followed by reviewing relevant

literature to form conceptual propositions for further testing in the field (Figure 1.2).

Despite the presentation of the thesis in the positivist format (literature review, research design, findings, discussion and conclusion, for easy understanding and reading) the whole thesis was a dynamic process wherein problems or reflections required back tracing to the literature for finding answers or conceptualising answers for further field testing (Figure 1.2). For example, the researcher discussing and reflecting (with participants who were abandoning) on the causes of failure of the adoption process realised that the individual trait (besides innovativeness), such as extroversion, may be important. Backtracking to the literature and finding that information system use has been associated with personality factors; suitable propositions were conceptualised for testing, data collections methods established, and data collected and analysed for further reflection.
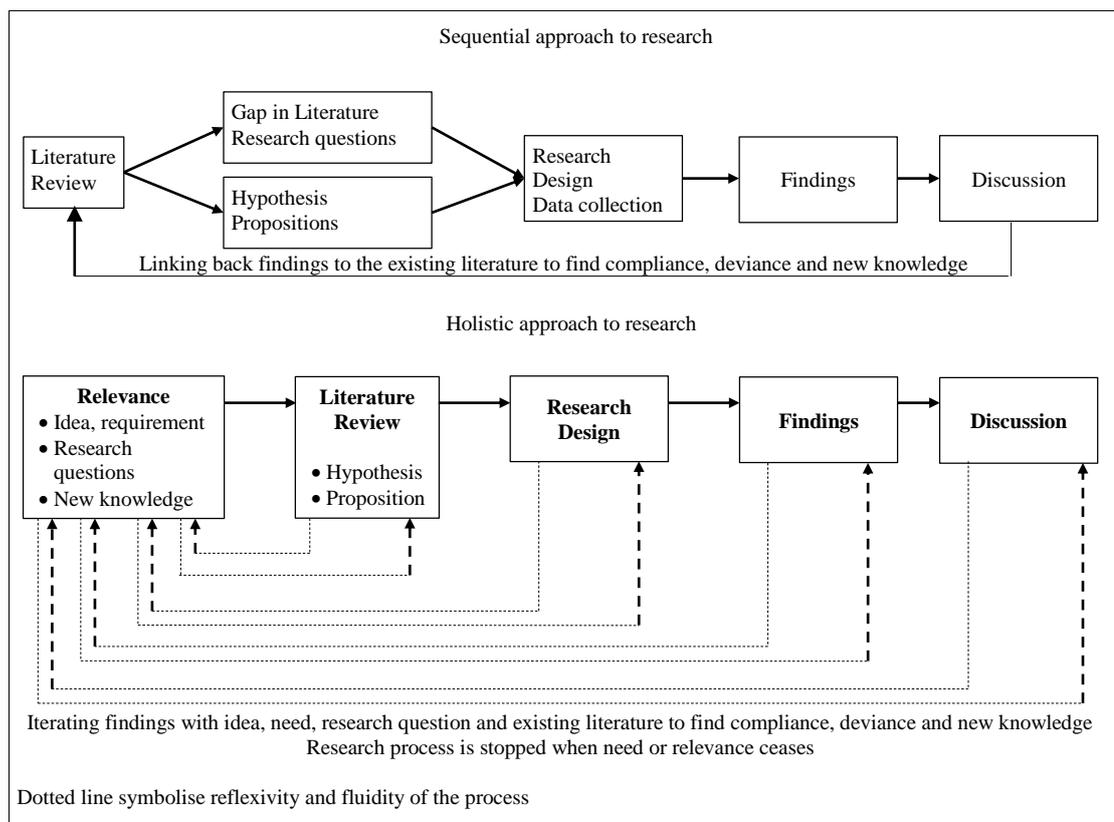
Figure 1.2 A holistic market oriented approach to the research process

The iterative process also resulted in the research identifying that organisational factors, such as type of business, might have a relation to social media adoption such that tangible dominant business may be more successful than other intangible dominant businesses e.g., dentist or gynaecologist. On reviewing the literature, specific classifications were found based on tangible and intangible dominant and degree of interaction, which helped dramatically in improving the understanding of the success factors of social media adoption.

This reflexive approach resulted in nine sub-research questions (SRQ) as listed below:

SRQ1 What are effective training techniques that enable microbusiness owners to successfully adopt and use social media?

SRQ2 How does the microbusiness owner learn to use social media?

SRQ3 What are the motivation factors for microbusiness owners who successfully adopt social media?

SRQ4 What are the requisite traits of a successful social media microbusiness owner?

SRQ5 What are the challenges that may hinder social media adoption?

SRQ6 How does type of business influence the social media adoption success?

SRQ7 What is the significance of existing customer relationship practices on social media adoption?

SRQ8 What activities are present in successful social media adoption?

SRQ9 How can performance of social media be measured?

The holistic and market orientated approach along with the two guiding principles of being the most comprehensive and useful effort helped in developing the research questions. The literature review evaluated existing knowledge and established the requirement for new knowledge to develop suitable propositions (DeLuca et al., 2008) in the form of predictions for testing in the field. Extensive iterations and grounded research questions establishes the rigour, reliability and internal validity of this research.

1.1 Thesis Overview

The thesis can be best reviewed from the last (conclusions) chapter, which gives a comprehensive list of the findings of this research and a list of new knowledge generated by this research. The findings, which interest the reader, can be backtracked to the desired section of the Findings chapter, the Literature Review and the Discussion chapter as shown in Table 1.1.

Table 1.1 Process of using this thesis

First, read the summary of findings for each sub-heading in the conclusion chapter. The corresponding sections are listed for ready reference.	Discussion chapter section	Finding chapter section	Literature review chapter section
Technology adoption method suitable for microbusiness	5.1 p.399 5.1.1 p. 400	4.1 p. 236 4.1.1 p. 236	2.1 p. 34 2.1.2 p. 43
Training method suitable for microbusiness	5.1.2 p. 405	4.1.2 p. 264	2.1.3 p. 55
Learning method suitable for microbusiness	5.1.2 p. 405	4.1.3 p. 275	2.1.4 p. 71
Individual factors of extrinsic motivation, perception of usefulness and continued use	5.2.1 p. 422	4.2.1 p. 284	2.2.1 p. 81
Individual factors of characteristics and personality	5.2.2 p. 432	4.2.2 p. 302	2.2.2 p. 94
Individual challenges	5.2.3 p. 438	4.2.3 p. 317	2.2.3 p. 100
Organisational factors – Type of business	5.3.1 p. 441	4.3.1 p. 319	2.3.1 p. 104
Organisational factors – relationship marketing	5.3.2 p. 445	4.3.2 p. 340	2.3.2 p. 110
Organisational factors - Task characteristics and organisational activities	5.3.3 p. 447	4.3.3 p. 349	2.3.3 p. 113
Performance measurement system	5.4 p. 450	4.4 p. 357	2.4 p. 121

The process is explained with the help of an illustration such that if the reader wishes to know about technology adoption methods for microbusinesses they can first read the Summary of Findings in the conclusion chapter as indicated in the table below. Subsequently, if they want to know more about the findings they can refer to the corresponding section in the Findings chapter. Consequently, if the reader wishes to know about the relation to existing knowledge, they can refer to

the corresponding section of the Discussion chapter and if they wish to know more about the associated literature, they may refer to the Literature Review chapter. Table 1.1 acts as a ready reference for each group of findings.

Readers interested in finding out about the methodology of research process may refer to Chapter 3, which provides detailed description of the following:

- ➢ Selection of participants (3.2 p. 167)
- ➢ Research process (3.3 p. 181)
- ➢ Data collection methods (3.4 p. 185)
- ➢ Data analysis methods (3.5 p. 203) and,
- ➢ Quality of research (rigour, validity and reliability and ethical consideration) (3.6 p. 228)

The introduction to this thesis performs the following functions:

- ➢ It gives first information about the research process.
- ➢ It gives a general understanding of the context of common terms, such as adoption.
- ➢ It introduces the unique market oriented iterated approach to the research process.
- ➢ It establishes the basic aim of developing the most comprehensive theory about technology adoption, which is highly relevant for the microbusinesses.

Chapter 2 Literature review

The overarching theoretical framework is that information system implementation process is a six phase process of initiation, adoption, adaptation, acceptance, use and incorporation influenced by the five factors of individual, organisational, technological, environmental, and performance measurement which may contribute to the successful to introduce technological innovation in to organisations. The six phases, the five factors and their expected interactions is shown in Figure 2.1. It is a matter of speculation whether such an estimation of the technology implementation process is valid, as it has been empirically evaluated just once (R. B. Cooper & Zmud, 1990).
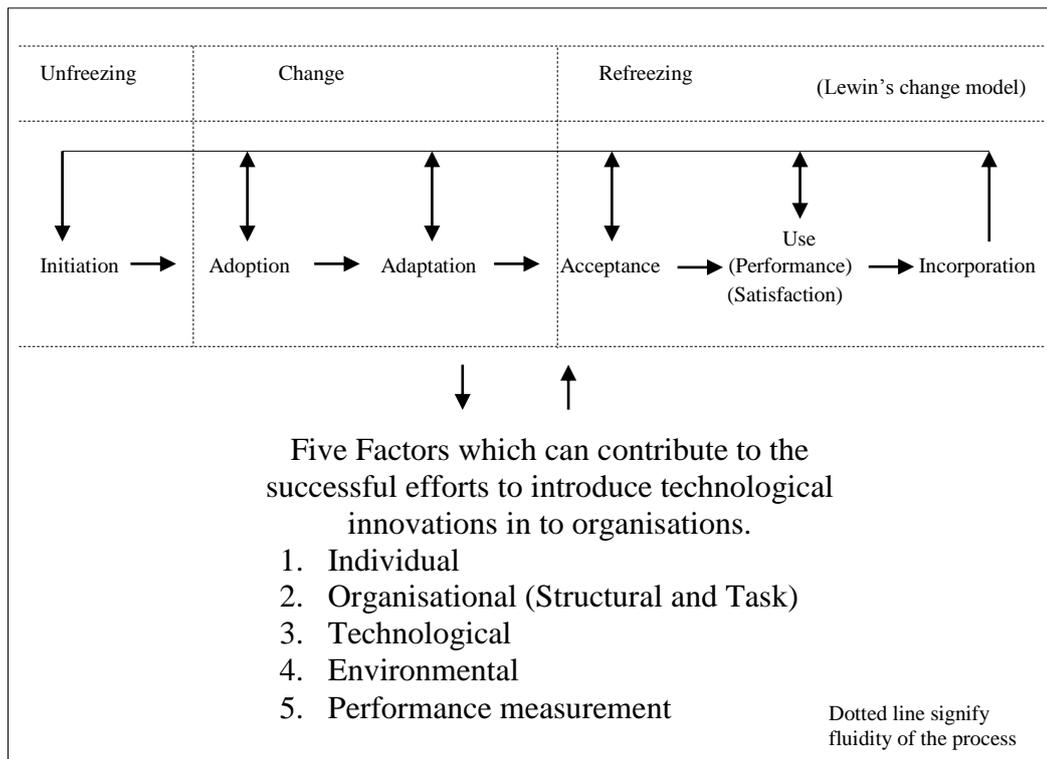
Figure 2.1 The information system implementation process

Source: (Damanpour & Evan, 1984; Damanpour & Schneider, 2006; Damanpour et al., 1989, 2009; Damanpour, 1991; Han et al., 1998; Kwon & Zmud, 1987).

The six-phase model is divided into two parts:

> ➢ Section 2.1 the first three phase's (initiation, adoption and adaptation) are considered
> ➢ Sections 2.2, 2.3 & 2.4 consider the final three phases of the implementation process.

The substructure of the literature review is explained in Figure 2.2 and Figure 2.3. Figure 2.2 below explains the structure and constituents of Section 2.1 and forms the overarching theoretical framework for the first part of the central research question how is social media adopted by microbusinesses.
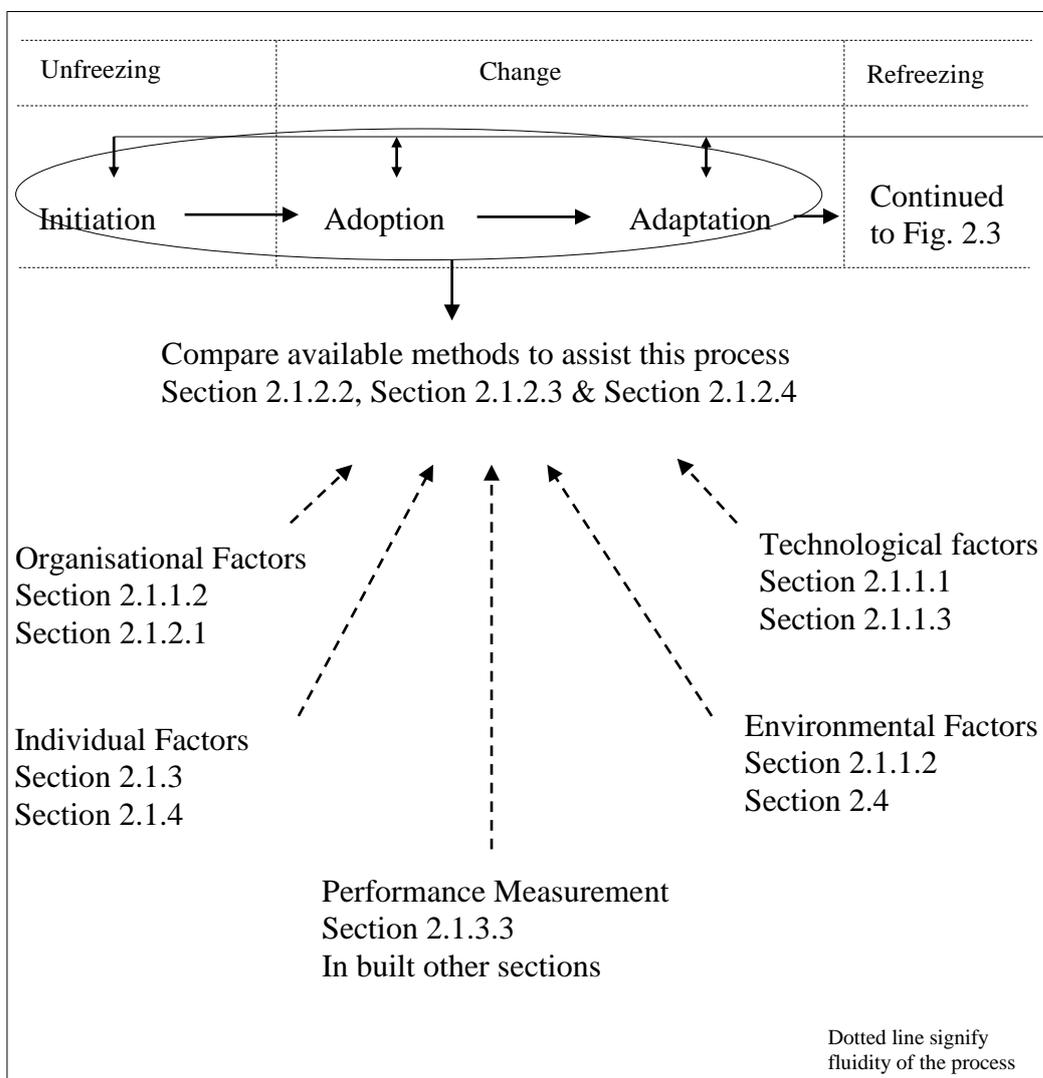
Figure 2.2 The first three phases of the information system implementation process

Figure 2.3 below explains the structure and constituents of Section 2.2 to 2.4. It also forms the overarching theoretical framework for the second part of the central research question why is social media adopted by microbusinesses.
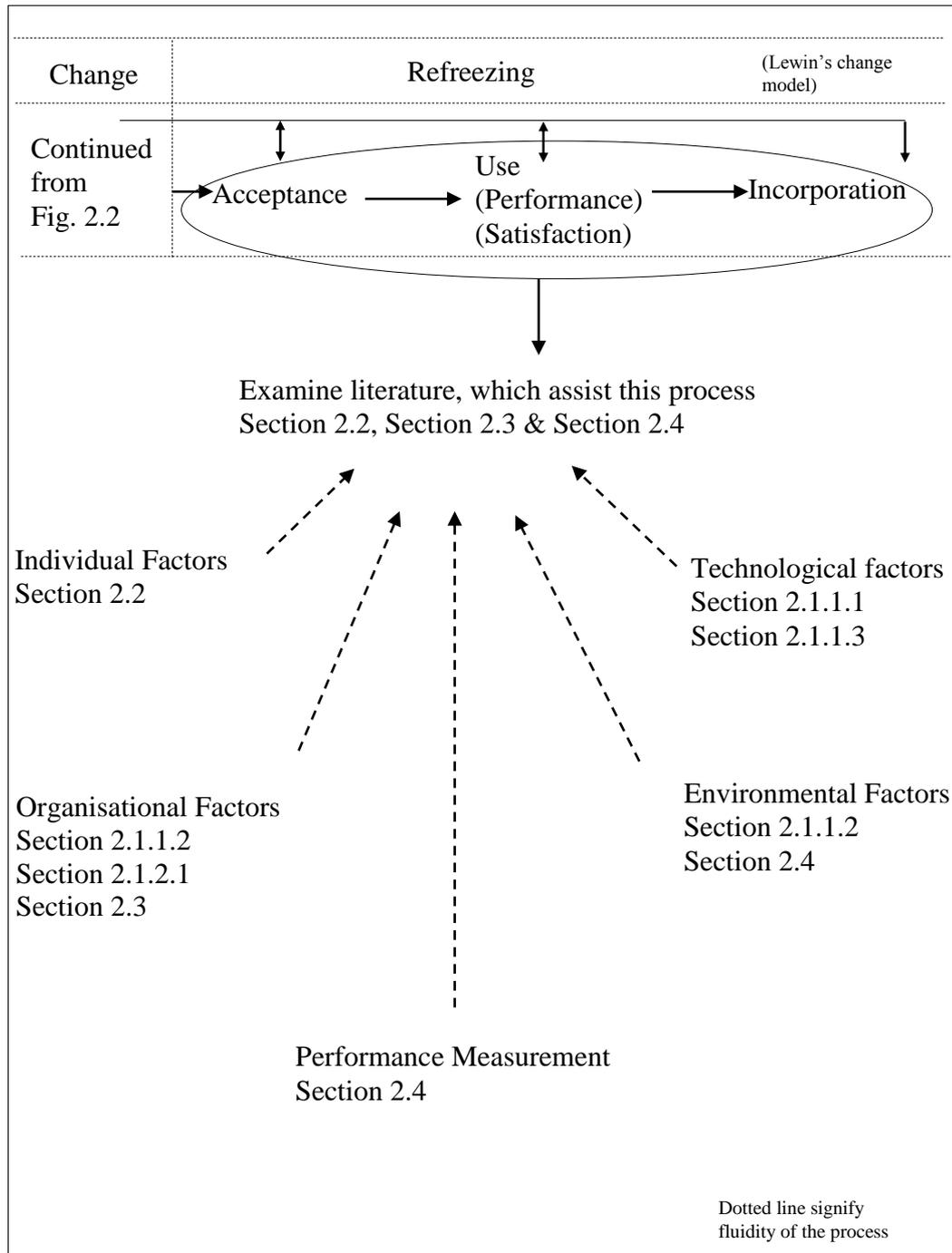
Figure 2.3 The final three phases of the information system implementation process

The arrangement of the literature based on Figure 2.2 and Figure 2.3 can be detailed as follows:

➤ Section 2.1 – Examines the impact of technological and organisational characteristics on the first three phases (initiation, adoption and adaptation). It investigates appropriate adoption and adaptation models for performing interventions in microbusinesses. Subsequently, the role of individual factors (training and learning) on initiation, adoption and adaptation is examined (2.1.3 & 2.1.4).

➤ Section 2.2 – Examines the individual factors, such as the microbusiness owner's perception about use of social media, their characteristic and personality and challenges experienced by the microbusiness owner which may impact acceptance, and use and incorporation of social media.

➤ Section 2.3 – Examines the organisational factors, such as type of organisation, marketing methods and activities of the organisation in relation to the type of innovation. Within this section, moderators, such as type of innovation, stage of innovation, scope of innovation and origin of an innovation or choice in adopting it (Damanpour, 1988, 1991), are investigated.

➤ Section 2.4 – Examines the performance measurement, which may improve acceptance, use and incorporation, by evaluating existing social media metrics and performance models, small and medium business performance models and service business performance measurement systems to make a conceptual social media performance system.

➤ Technological characteristics (technology specific or specific class of technology) (Brown, Dennis, & Venkatesh, 2010; Orlikowski & Iacono, 2001), such as Facebook characteristics and its impact on the other factors during acceptance use and incorporation, are examined within each section. Environmental characteristics were found to impact most of the performance measures and hence it has been dominantly considered in Section 2.4.

➤ Section 2.5 – Summarises the literature review by bringing together all the main conceptualisations in to four tables (2.1 to 2.4) which form the theoretical framework underpinning the research. It also helps in developing a starting set of code for data collection and analysis. Each subsection (within 2.1 to 2.4) ends with a summary of conceptualisation made for that sub-section which is consequently used to develop the theoretical framework.

The literature review is consistent with the ambition of being the most comprehensive theory about the information system implementation process, which is relevant and readily usable for the research participants. Corpulent quantity of tables (70) and figures (17) are used to provide a quick snap shot (one page review) of the concerned literature within the subject area under investigation. The extensive use of tables and figures is justified by large scope and consequently the wide area of literature under the scanner of this literature review. Readers wishing to grasp quickly the main point may jump to Section 2.5 and review the four tables (for the four sections 2.1 to 2.4) which address the

central and nine sub-research questions before delving into the details of each section. Section 2.5 serves as the outcome of the literature review and Figure 2.17 p. 149 pictorially explains its structure.

2.1 Initiation, Adoption and Adaptation Process of Social Media in Microbusinesses

Social media may have the capability to acquire and retain customers, provide clues to customer choice about services and improve quality through customer feedback. It could also increase business value and vitalise growth by its digitised word of mouth advertising capabilities, also known as viral marketing. Microbusiness owners who are constrained by marketability, resource constraints and managerial limitation can probably experience benefits through the adoption of social media.

The purpose of this section is to examine the process of initiation, adoption and adaptation process of social media by examining:

- ➢ The characteristics of social media and microbusinesses (2.1.1).
- ➢ The existing technology model to conceptualise a model, which will be most suitable for microbusinesses aspiring to use social media (2.1.2).
- ➢ The training methods in microbusinesses to conceptualise the most suitable method for microbusinesses aspiring to use social media (2.1.3).
- ➢ The learning processes most suitable for microbusinesses so that it can assist in the adoption and adaptation phases of social media implementation (2.1.4).

Overall, this section deals with the impact of the five factors during the social media adoption and adaptation process by microbusinesses.

2.1.1 Technological (social media) and organisational (microbusiness) characteristics.

The social media characteristics in its ability to acquire customers economically may attract microbusinesses who are resource starved and have limited control over their environment. This section examines social media and microbusiness characteristics to establish the individual, organisational, environmental and performance factors, which may hinder or assist the implementation process. It identifies that microbusinesses need assistance in marketing and technology related activities. Social media may help overcome many of the inherent individual limitations, which plague microbusinesses during technology adoption.

2.1.1.1 Social media – Customer acquisition, quality improvement and viral marketing.

The term social media is used to explain "a hybrid element of the promotion mix" which in a traditional sense "enables companies to talk to their customers, while in a non-traditional sense" "enables customers to talk directly to one another" (Mangold & Faulds, 2009, p. 1). Customer interaction takes the form of an online feedback mechanism which has "important implications for a wide range of management activities such as brand building, customer acquisition and retention, product development, and quality assurance" (Dellarocas, 2003, p. 1407). Online or digitised feedback mechanisms assist in establishing electronic word-of-mouth networks driven by consumers, who are motivated not only by their desire to vent negative feelings and express concerns for consumers, but also by helping companies in seeking advice, inducing economic incentives and spreading social benefits (Hennig-Thurau, Gwinner, Walsh, & Gremler, 2004). The importance of social media (application that allows easy creation and exchange of user generated content) (Kaplan & Haenlein, 2010b) lies in its capacity to create viral marketing (advertising) effects through the exponential growth of electronic word of mouth (Kaplan & Haenlein, 2011). Hence, social media will have implications for customer acquisition and retention (complementary to advertising) and indirectly, product development and quality assurance.

Social media has been classified using the social presence theory (Short, Williams, & Christie, 1976; Steinfield, 1985), media richness theory (Daft & Lengel, 1984; Daft & Wiginton, 1979) and self-presentation (Goffman, 1971; Papacharissi, 2002) as shown in Table 2.1 (Kaplan & Haenlein, 2010b; Weinberg & Pehlivan, 2011).

Table 2.1 Categorisation of social media platforms

		Social presence and media richness theory		
		Low	Medium	High
Self – Presentation/Self – Disclosure	High	Blogs/Microblogs (e.g. Twitter)	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Source: (Adapted and modified from Kaplan & Haenlein, 2010b, p. 62)

Facebook is positioned as having high self-presentation and disclosure from the user with medium richness capabilities (Kaplan & Haenlein, 2010b). Self-presentation and disclosure is an individual matter beyond the scope of this research. Facebook has also been positioned higher than email in terms of richness and social presence due to its viral capability, suggesting that it may be more useful than email (Aasheim & Stensønes, 2011; Mandal & McQueen, 2012). The richness capability, along with wider accessibility, is the primary focus of this research.

Commercial literature on social media (especially Facebook) has been advocating its use for driving sales by connecting with existing and new customers (Bloomberg, 2013; Chopin, 2013; A. Cooper, 2010; IBM, 2013; Indvik, 2013; Nichols, 2011; Pattison, 2009). Research finds that Facebook is "a medium of brand communications that drives customers to their web shops" (Valles & Petrova, 2012, p. 57). Numerous academic research and viewpoints (Aasheim & Stensønes, 2011; Aral, Dellarocas, & Godes, 2013; Goh, Heng, & Lin, 2013; Muñiz & Schau, 2011; Parent, Plangger, & Bal, 2011; Weinberg & Pehlivan, 2011) seem to support using Facebook (and other social media platforms) to drive sales. The specific capability of Facebook which allows it to "circumvent traditional advertising medium to connect with a wide range of customer" (Brzozowski, Sandholm, & Hogg, 2009, p. 61) seems to be of particular use for small businesses. A research article on small business finds that Facebook can increase business value and support growth (J. L. Hopkins, 2012). However, besides driving sales (acquisition and retention of customer) there is almost no research on the impact of social media on product development or quality assurance.

Facebook is a collection of tools (Smock, Ellison, Lampe, & Wohn, 2011) (also termed as *products*) (Facebook, 2013h) which can be used together to drive sales (J. L. Hopkins, 2012). A Facebook business page is one such product having a number of other interrelated products such as *Timeline* (Lockhart, 2013; Marcus, 2013), *Newsfeed* (Shrivastav, Collins, Hiltz, & Dwyer, 2012; Witek & Grettano, 2012), *Photos and Videos* (Tonks, 2012) *, Messages* (Napolitano, Hayes, Bennett, Ives, & Foster, 2013), and *Events* (W. Lee, Xiong, & Hu, 2012). The products and

operation of Facebook is explained later on page 63. The newsfeed, timeline and photos in the form of status updates (post) is the most commonly used feature, along with the 'liking' of a post and commenting on them (Gerlitz & Helmond, 2013; J. L. Hopkins, 2012; Like Button, n.d.; Smock et al., 2011). This research concentrates on the use of timeline, photos and links to reach the newsfeed of its customers in a way of traditional advertising of its products and services.

Overall, from the above discussion it can be conceptualised that:

> ➢ Facebook may have the capability to acquire and retain customers, provide clues to customer choice about services and improve quality through customer feedback.
> ➢ Facebook may increase business value and vitalise growth by its digitised word of mouth advertising capabilities, also known as viral marketing.

2.1.1.2 Microbusinesses – Require marketing support and may be better positioned to adopt technology.

Microbusiness has been defined as businesses operating with less than nine employees, including the owner/manager (European Union, 2003). This definition is subject to several debates. Discussing the merits of the definition of a microbusiness is beyond the scope of this research (such discussion has been extensively covered in a complete literature review (Tonge, 2001) and Ph.D. thesis (T. L. Smith, 2012)). Microbusinesses are different from the commonly used phrase *small and medium enterprise* which would indicate businesses employing between 20 to 200 people (Raymond, 1985; Welsh & White, 1981). It differs from the term *small business* which, by definition, employs less than 20 people (Reinl, 2008, 2011; T. L. Smith, 2012). Hence, this research uses the term microbusiness to indicate a segment of business, which employs less than nine people. For a better understanding of the differences between small businesses and microbusinesses, refer to Table 2.2.

Table 2.2 Differences between self-employment, microbusinesses and small businesses

Income-generating activities	Micro enterprises	Small enterprises
Mixed with household economy	Mixed with household economy, but shifting towards separation	Separate from household economy
Self-employment (with some help from family members)	Up to ten workers (mostly: family workers, apprentices)	Numbers of workers: 11-50
Little or no fixed assets (less-than US$ 500)	Moderate fixed assets (less than US$ 10,000)	Fixed assets up to US$ 100,000
Traditional, manual technologies	Mixed but obsolete technology	More modern technology
Profits for household consumption	Profits used for household consumption and reinvestment in firm	Profits used for reinvestment in the firm
Diversification to increase household income and/or to minimize risk	Strategy: specialization to increase household income	Strategy: specialization to increase profits

Source: (Haan, 2002, p. 6)

The term *owner/manager* or *microbusiness owner* is used to describe a person who is willing to undertake risk and uncertainty (Drucker, 1999; Knight, 1964) and someone who is alert to opportunities (Kirzner, 1997). In doing so, the microbusiness owner is differentiated from the term *entrepreneur* who is commonly associated in the literature as an innovator (Carland, Hoy, & Boulton, 1984; Schumpeter, 1947). It is not to suggest that entrepreneurs are not risk or uncertainty bearers but that microbusinesses do not "engage in any new marketing or innovative practices" (Carland et al., 1984, p. 258).

The developed world microbusinesses are *service* businesses (explained in 2.3.1 p. 104) as shown in Table 2.3 and qualitative data collection using case or action research seems to be the preferred mode of investigation.

Table 2.3 Typical participants and research method in microbusiness research

Participants	Quantity	Country	Method	Author
Printer and video store	2	UK	Action research	(Greenbank, 2002)
Small hotels and restaurants	7	Ireland	Action research	(Reinl, 2008)
Massage, cake, tutors, pet grooming, consultant	7	USA	Action research	(Qureshil, Kamal, & Wolcott, 2009)
Business consultant, finance broker, inspection engineer	7	Australia	Action research[1], Focus groups	(T. L. Smith, 2012)
Accountant, builders, printers	3	UK	Case study	(Greenbank, 2001)
Traditional trade, handcraft, services and light industry	20	France	Case study – interviews	(Jaouen & Gundolf, 2009)
Business services	200 (50+54)	UK	Survey – Brief interview	(Chell & Baines, 2000)

Note: This list is indicative of the research in microbusinesses in the developed world. It is not intended to be exhaustive.

1 = The author has not categorically stated it as action research. It is the view of the researcher that the investigation could be classified as action research.

The support requirements of the microbusiness in terms of management, marketing and technology are high (see Table 2.4 for a segregation of support). It is suggested that in microbusinesses, research focus should be on businesses which have survived at least two years and are expected to grow (Haan, 2002; Liimatainen, 2002).

Table 2.4 Level of support required by micro and small businesses

Type of support	IGAs[1]	MEs[2]	SEs[3]
credit/loans			
- for working capital	High	High	Medium
- for equipment	Low	Medium	High
- for premises	Nil	Medium	High
Savings	High	Medium	Low
Management	Low	Medium	High
Marketing	High	High	High
Technology	Medium	High	High

Source: (Haan, 2002, p. 6) 1 = Income-generating activities 2 = Micro enterprises 3 = Small enterprises

The characteristics of microbusinesses are divided into external (environment) and internal characteristics and listed in Table 2.5.

Table 2.5 Characteristics of microbusinesses

External – Environment and Performance factors	
Market	➤ Highly competitive, turbulent and uncertain markets
	➤ Reactive approach and adapt to market changes
	➤ Do not have control or influence over the market
Customer	➤ Limited customer base
	➤ Closer to the customers
	➤ Develop more personal relationships
	➤ In certain cases stronger customers may cause arm twisting
	➤ Payments of debts maybe a problem in credit sales
	➤ Fluctuations in cash flow – survival closely linked to cash in bank
	➤ Lack of control over the future
Internal – Individual, organisational and performance factors	
Resources	➤ Scarcity of resources in terms of personnel and managerial time
	➤ Seeks financial stability and security survival main focus
	➤ Flat organisational structure
	➤ Lack of bureaucracy – flexibility - adaptability
	➤ Rapidity in responding to the changing environment
	➤ High potential for innovation
	➤ Ability to satisfy customers' emerging and evolving requirements
Managerial Practice	➤ Limited skills, managerial expertise and organisation capabilities
	➤ Poor strategic business planning and human resource management
	➤ Favours face-to-face relations, simplifying communication processes
	➤ High visibility on the processes result in directly influencing employees
	➤ Control primarily with one or a few people with a high level of autonomy
	➤ Success or failure depends on competencies of the owner-manager
	➤ Decisions making depends on using personal skills and intuition
	➤ Less reliance on analysis of information
	➤ React and adapt philosophy - fire-fighting strategies
	➤ Focus on the short term horizon
	➤ No engagement in strategic planning
	➤ Improvements are usually incremental
	➤ Processes and systems are adjusted in response to specific identified needs
	➤ learning-by-doing approaches
	➤ Rely mainly on accountancy information and financial measurement
	➤ Focus on technical aspects and production
	➤ Performance measurement considered as a wasting-time activity

Source: (Greenbank, 2001; Jaouen & Gundolf, 2009; Qureshil et al., 2009; Reinl, 2008; T. L. Smith, 2012)

The external characteristics are features of the microbusinesses, which are created from environmental forces, such as market and customer. The internal characteristics are resources and managerial practices (Cocca & Alberti, 2010).

There has been inconsistency in results about the relation between size and innovation adoption (Camisón-Zornoza, Lapiedra-Alcamí, Segarra-Ciprés, & Boronat-Navarro, 2004; Damanpour, 1992; G. Lee & Xia, 2006). However, it seems that small businesses may be better placed to accept innovations than their larger counterparts (Camisón-Zornoza et al., 2004; Damanpour, 1996). This investigation limits itself to microbusiness and expects them to be better placed in exploiting the benefits of social media than larger organisations. A comparison between larger businesses and microbusinesses in terms of social media adoption is beyond the scope of this investigation.

2.1.1.3 The capabilities of Facebook can help microbusinesses improve marketability, resource constraints and managerial practices.

The linking of the characteristics of microbusinesses and Facebook seem to suggest that there may be an advantage for Facebook use by microbusinesses. The characteristics listed above can be correlated to the conceptualised probable use of Facebook for businesses in low cost advertising through digitised word-of-mouth marketing. Despite their (microbusinesses) heterogeneity, the most probable common characteristics which can co-relate to social media is objective of doing the business.

Maximisation of profit is a trade-off with survival and lifestyle (Greenbank, 2001; Jarvis, Curran, Kitching, & Lightfoot, 2000; T. L. Smith, 2012). This could mean that all microbusinesses may want to use Facebook simply for the purpose of customer or a demonstration of their capabilities and lifestyle. Simple survival requirements may make microbusiness owners use Facebook's feature of viral marketing to overcome uncertainty and competitive markets. They may seek to exercise control on the market through brand image arising out of advertising using the low cost route of digitised word-of-mouth marketing.

Since they have a limited customer base and a personalised relationship with the customer, they might not want to use Facebook to create customer intimacy or seek to interact with customers online with whom they have an offline relationship. Despite the need for an increase in businesses, they will not want to compensate that with the close relationships they have with their customers.

Alternatively, microbusinesses may find the online feedback mechanism quite useful for enriching business possibility and improving customer service to their customer. A customer interaction forum could possibly give them hints about where services are lacking and new services that may be required. Such revelation might not be possible in one-on-one personal discussions since problems and requirements of other customers of the business may well generate ideas and reactions from other customers. Not undermining the requirement of new customers, microbusiness owners might experience an alternative use of Facebook, such as new products and services and improving quality of services, thereby improving overall brand image, which includes reputation.

Microbusinesses are starved of resources (Jarvis et al., 2000; T. L. Smith, 2012), which would mean that they would not be able to devote resources necessary to take advantage of all the features of Facebook. Limited skills and capability may hinder the use of Facebook. A reactive fire-fighting approach may focus attention on day-to-day problems rather than long-term relation building with customers on Facebook. On the other hand, the limited resources might act as an initiative for businesses interested to establish themselves or advertise themselves to acquire new customers. They may not have the economic power to advertise on television and in leading newspapers, but might be able to overcome that by using Facebook to get the desired effect (Kaplan & Haenlein, 2012).

The Insights feature within Facebook could act as an intelligent agent providing the demographic details of the customers who follow the business's Facebook page allowing the microbusiness owner to better design, customise and deliver services. They could seek opinion from a directly interested and motivated set of customers about their services and their betterment, counteracting expensive and often ineffective market surveys performed by larger businesses to gain customer information. Through Facebook, the microbusiness owner can gain market

intelligence by subscribing to competitors and similar businesses, important vendors and community pages helping them to keep abreast with all-important happenings in their business. In short, resource scarcity can be overcome using Facebook, which can act as an important source of market intelligence and economical advertising medium.

Finally, Facebook may improve the managerial capability of microbusiness by increasing their skills and strategic focus through observing other businesses, interacting with customers and by improving product offering and quality assurance. Facebook may enhance their fire-fighting skills, since through focused and viral marketing they may be able to direct demand during lean periods thereby improving capacity utilisation. There might be a tendency for the more professional oriented microbusinesses, such as accountants, inclining towards trust and reputation building (Dellarocas, 2003) as a potential use of Facebook. Low cost advertising may cause the microbusiness owner to re-examine its brand building capabilities to increase trust. Thus Facebook can help microbusinesses overcome resource constraints, improve advertising and managerial capabilities.

Using this discussion it is conceptualised that:

> ➢ Facebook may assist microbusiness owners in their survival, seeking pursuit through customer acquisition and retention, brand building, service innovation and quality assurance.
> ➢ Facebook could help microbusiness owners in counteracting resource constraints by providing market intelligence and an economic, efficient and direct advertising medium.
> ➢ Facebook will improve managerial ability through effective capacity utilisation and increase reputation and trust.

2.1.2 The adoption and adaptation process of social media in microbusinesses.

The concerns-based adoption method is proposed to be the most suitable method for implementing social media technology, such as Facebook in microbusinesses. It is found suitable because of its superior processes over other methods, such as understanding the specific needs of the users and recognising training as an inherent requirement in the implementation process, which may be most useful for microbusiness owners. This section examines and tries to establish an appropriate

adoption method suitable for the microbusinesses intending to use social media as follows:

> ➢ It reiterates the microbusiness specific context and the role of specific characteristics which may influence the selection of an adoption method (2.1.2.1).
> ➢ It examines the existing implementation processes and their limitations (2.1.2.2).
> ➢ It selects the concerns-based adoption process method to conceptualise the stages of concerns and levels of use (2.1.2.3 & 2.1.2.4).

2.1.2.1 The microbusiness specific requirements in an adoption process.

The choice of an adoption system in case of microbusiness owners is dependent on their characteristics as follows:

> ➢ They have a high requirement of assistance and support during technology adoption (Table 2.4 p. 39).
> ➢ They have scant resources and hence a focused programme addressing their precise needs is required.
> ➢ Their focus is survival, thus technology adoption may take a backseat unless regularly probed and re-oriented.

In addition to the above, the microbusiness literature recommends specifically designed interventions for successful adoption of technology. Research (Johnson & Devins, 2001; Maton, 1999; Vanhaverbeke, 2001) has indicated that existing management programmes "developed or adapted from the large organization" (Devins, Gold, Johnson, & Holden, 2005, p. 545) are ineffective in case of microbusinesses. For this purpose, specifically designed interventions that use "feedback from microbusiness managers as part of a continual development process" is necessary for the success of intervention (Devins et al., 2005, p. 546). Following this requirement, microbusiness owners would be willing to "create deliberate attempts to experiment to acquire new knowledge" which will allow them to improve customer relationships by adopting information systems (Devins et al., 2005, p. 544) provided the development process is relevant and adaptable for their business. Technology implementation projects in microbusiness use the action research process (Table 2.3 p.39) probably influenced by larger projects rather than comparing and choosing the best alternative options.

2.1.2.2 Comparison and limitations of information system implementation methods.

The comparison shows the dominance of the action research method and the limitation shows the negligible processes for shelling out assistance, which can be customised to address precise needs and at the same time be nimble with less invasion on resources. Using the three requirements (high assistance, scant resources and focused approach) the technology adoption literature is scanned for adoption process, which can satisfy them. A snapshot of the literature is presented in Table 2.6.

Table 2.6 Select investigations of technology adoption methods

Authors	Description of the method
(Martilla, 1971)	Finds that word-of-mouth communication and impersonal information are deciding factors in the industrial adoption process.
(Ozanne & Churchill, 1971)	It examines the industrial adoption process of innovation using the five-dimension model of awareness, interest, evaluation, trial and adoption. It finds little support for the model because of other complexity.
(R. B. Cooper & Zmud, 1990)	It uses the implementation model as shown in Figure 2.1p. to 29 examine the material requirement planning system implementation process.
(Deming, n.d.; PDCA, n.d.)	The plan-do-check act cycle has been used for process management (Benner & Tushman, 2003) performance measurement (Hervani, Helms, & Sarkis, 2005; Neely, 1999) and innovation adoption (Bose & Luo, 2012; Garvin, 1993; Slater & Narver, 1995).
	The process management method has been recommended for social media adoption by several technology articles and business consultants (A. Cooper, 2010; Facebook, 2012a; Martin, 2010; Neill, 2009; Pattison, 2009; Seltzer, 2011; Yared, 2011).
	According to them unlike a website, social media is live and active in some cases feedback is almost instantaneous raising the pressure on businesses to be equally active and alive.
(Weinstein, Sandman, & Blalock, 2008)	A simplistic seven stage psychological model called as the precaution adoption process for predicting use of technology by individuals such as diabetes testing equipment, diet and living style.

<div align="right">Continued</div>

Table 2.6 Select investigations of technology adoption methods (continued)

Table 2.7 p.48	Concerns based adoption method (change implementation)

<u>Methodological (action research) model for technology adoption</u>

(Kock & McQueen, 1998a; Kock, 1997)	Email conferencing system to assist business process re-engineering.
(Briggs et al., 1999) & (Davison, 2001)	Group support systems implemented over several cycles of action research.
(Akkermans & van Helden, 2002)	Enterprise resource planning software implemented in the intervening organisation.
(Street & Meister, 2004)	It develops an information system in small businesses by mapping problems to propose relevant solutions over two cycles of action research.
(Lindgren, Henfridsson, & Schultze, 2004)	It uses two cycles of action research to develop design principles, which can be used to revamp the method of mapping competence of employees.
(Bjørn et al., 2009)	Reconfiguring an electronic triage and tracking system for emergency departments.

See Table 2.3 p.39 for details of microbusiness technology implementation using action research

Note:

This list is not intended to be exhaustive. It is purely for indicative purposes using select investigation. Action research models are selected based on projects, which deal with actual technology implementation.

As evident from the table, process of adoption is not the dominant research interest of the information system literature (Franz & Robey, 1987; Ginzberg, 1981) mostly delegated to methodological support, such as action research. Implementation process research examines the relationship between the information system and the user, "and emphasises managing organisational change that takes place during the" implementation of the system (Franz & Robey, 1987, p. 207). The process models listed in Table 2.6 are capable of active customisations and hence can be termed suitable for the adoption and adaptation phase. However, considering the managerial characteristics of microbusiness, such as less focus on strategic planning, firefighting, survival and minimum existing performance measures, a structured model may not be altogether suitable.

Simplistic models, such as the linear precaution adoption method (Figure 2.4), have limited capability for customising interventions.

Source: Adapted from: (Weinstein et al., 2008)
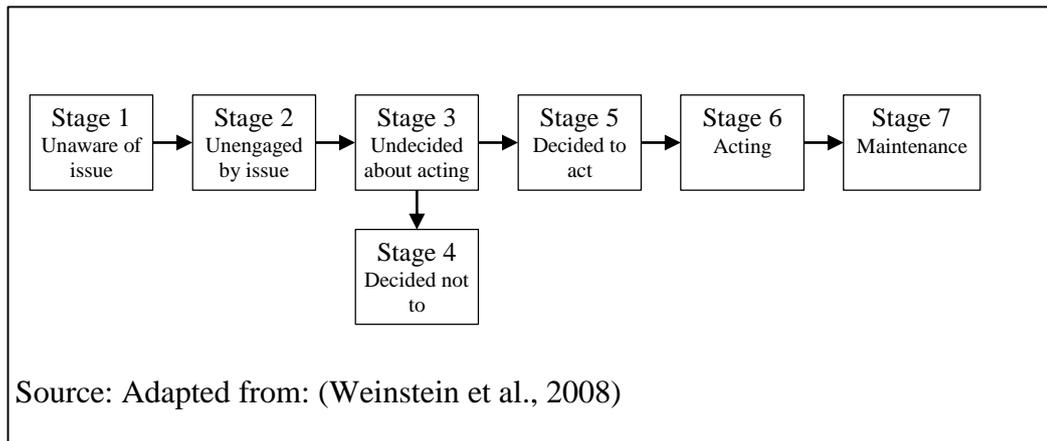
Figure 2.4 The precaution adoption process model

Problem solving models, such as action research, are diagnostic with action planning, evaluation and learning stages and could be resource intensive on the firefighting, survival oriented microbusiness owner. Despite the recommendation of the plan-do-check-act process management model, it has limitations similar to the precaution adoption model and action research method due to its limited processes. Nevertheless, it is proposed to examine these models for their efficacy. The action research model used and its associated problems have been described later in 3.1.3 page 162. Overall, the concerns-based adoption method stands out over all other methods.

2.1.2.3 Concerns-based adoption method probably has better processes over other methods.

Customisation through resolution of concerns and change management through training and learning makes the concerns-based adoption method superior over other adoption methods. The concerns-based adoption process method is capable of customising interventions, has an individual focus, is change management oriented, specific for innovation adoption and hence stands out in its purpose over other methods. It is a change method used in the education department for adoption of innovations (generally technology such as e-learning) by teachers through which ultimately percolated to the students. It is the only model that proposes that users may have concerns (six stages of concerns) about the innovation at the corresponding six levels of use (Table 2.10 p. 54), which needs to be resolved for fruitful adoption of technology. It considers capability of the user and their individual needs (not the demands of the market or technology push

as other models), and proposes treatment methods, such as training, for building capabilities of the user. It acknowledges that learning processes for each user will be different through the stages of concerns and levels of use, and accordingly, curative treatment needs to be devised for facilitating the learning process. The central controlling literature associated with the concerned-based adoption model is listed in Table 2.7. Since its inception in 1973, it has been virtually an undisputed model in the world of innovation adoption by teachers both at the university and school level.

Table 2.7 Controlling literature on the concerns based adoption model

Author	Purpose/Findings
(Hall, Wallace, & Dossett, 1973)	Earliest conceptualisation of the concerns based adoption method for assisting innovation/change adoption.
(Hall & Hord, 2011)	An updated version of the original concerns based adoption method.
(Anderson, 1997)	A meta analytical review of the concerns based adoption method. It observes that, the method has been used in variety of applications, but little evidence of improvement to the original method.

The meta-analytical review in 1997 confirms that the method has been so successful that no attempts have been made to improve or extend the method despite its application to other fields (other than education) of inquiry. A detailed review and comparison of the concerns-based adoption method is beyond the scope of this research but it suffices to say that based on the current context it appears to be the most relevant adoption method.

The elements of the concerns-based adoption process as shown in Figure 2.5, comprises of three parts. The two parts, such as user and a resource system, interact with each other in an artificially created symbolic space where information and action are exchanged. This makes the model a superior change agent model by actually spelling out the process of interaction with the resource system (such processes are not available in the other models listed in Table 2.6 p. 45).
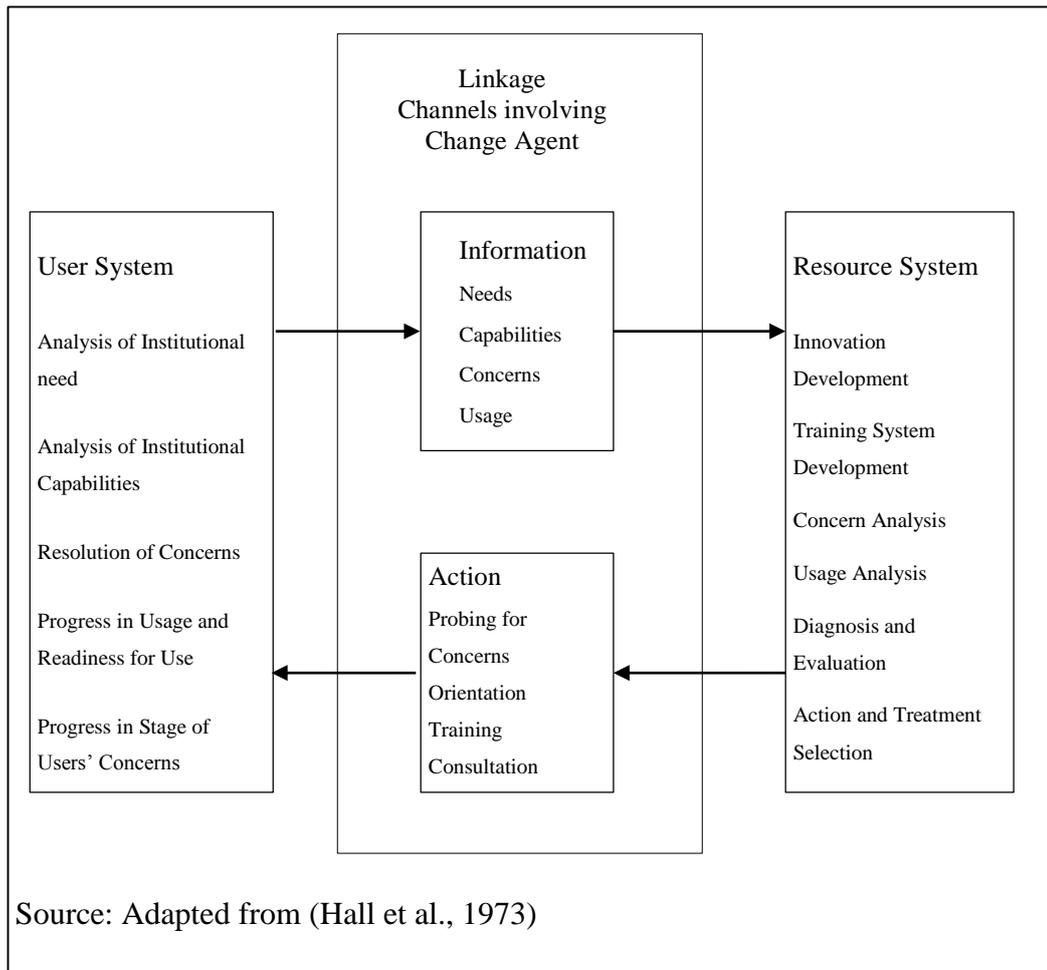
Figure 2.5 The structure and functional processes of concerns based adoption process

2.1.2.4 Conceptualising and orienting the 'stages of concerns' and 'levels of use' for microbusiness adoption of social media.

Using the conceptualisations about Facebook and microbusiness (2.1.1 & 2.1.1.2), conceptual 'stages of concerns' and 'levels of use' are created. Table 2.8 details the conceptual 'six stages of concern' a microbusiness owner may experience during the adoption of Facebook.

Table 2.8 The conceptual 'stages of concern' a microbusiness owner may experience during adoption of Facebook

0. *Unaware:* *(Unconcerned)*	No indication of awareness that Facebook page exists. There may be interest in Social Media or a complete absence of awareness or interest in the area.

0.1 No indicators of interest in learning of new things
0.2 Interest in learning of things in the area is expressed

*1. Awareness***:** *(Informational)*	Indicates a general awareness of Facebook. The potential adopter is likely to inquire about the characteristics of Facebook. The nature of demands it may have for its maintenance. Concerns maybe expressed about privacy, effect on the business and effect of negative publicity.

1.1 No need expressed, passive, no further interest, no questions
1.2 Expresses a need to get a broad superficial overview of Facebook. How will it affect my business?
1.3 Expresses the need to learn more specific information. How do I learn more detail?

2. Exploration *(Personal)*	Indicates exploration of the roles played by the individual user and of the demands placed upon him/her; also includes exploration of role in relation to business gain and exploration of potential conflicts with existing marketing practices or personal commitment that have financial or status implications.

2.1 Expresses fear, worry, doubt about the future role he/she must play if Facebook is adopted. Worries relate to self, self.in structure, and business gains.
2.2 Expresses ambivalence toward Facebook, his/her role in relation to it, and its effect on the business's social and professional structure.
2.3 Expresses questions of a constructive, problem-solving nature in relation to his/her role, place in the structure, and personal and professional future. Queries reflect a commitment toward the innovation and a drive toward movement.

3. Early Trial *(Management)*	Indicates user's exploration of his/her performance and manipulation of Facebook products and time. Attention is focused on the processes and tasks of using the innovation and the best use of information and resources. Issues related to efficiency, organising, managing, scheduling and time demands are utmost.

3.1 Expresses lack of confidence in his/her ability to use Facebook. Expresses discomfort about his/her ability to handle the business aspects of Facebook.
3.2 Expresses uncertainty about the use of Facebook and tends to interpret materials too literally; requires confirmation that his/her actions are proper.
3.3 Expresses general confidence in using Facebook but probes details of scheduling, sequencing, etc., to make operational use of Facebook more efficient.

4 Limited *Impact* *(Consequence)*	Indicates user's exploration of impact of Facebook on clients in his/her immediate sphere of influence.

4.1 Expresses a need to insure that they are effectively reaching existing customers and in the process gaining new customers using Facebook; seeks confirmation that he/she is doing an effective job with Facebook.
4.2 Expresses desire to identify means by which the customers can gain more from Facebook each time it is used; seeks to become more effective by eliciting feedback from customers.

Table 2.8 The conceptual 'stages of concern' a microbusiness owner may experience during adoption of Facebook (continued)

4.3	Expresses need for customers to be able to relate their experiences with the Facebook page; recognizes a personal need to become more knowledgeable about the total operation of Facebook.
5.Maximum benefit (Collaboration)	Indicates user's exploration of the total impact of Facebook in the business context on customers and other users. The focus is on coordination and collaboration with others regarding the use of Facebook.
5.1	Expresses a desire to gain an understanding of what is going on with other businesses in order to integrate the customer's experiences with Facebook; expresses desire to involve employees and others to further the goal of Facebook use.
5.2	Expresses a desire to maximize the outcomes of the collective effort within the business with respect to the innovation; expresses a desire to share his/her experience with employees in order to increase the business's capacity to use Facebook.
5.3	Expresses a need to identify conditions that would tend to sustain the maximum level of output with respect to Facebook; expresses need to achieve full satisfaction for self and others.
6.Renewal (Refocusing)	Indicates user's exploration of new or better ways to reach the same goals or new goals. The focus is on the exploration of more universal benefits from Facebook including the possibility of using alternative social media platforms.
6.1	Expresses desire to use alternative social media platforms in order to integrate the latest advances in the fields related to the innovation; expresses desire to acquire information and skill which will assist in maintaining current professional level.
6.2	Expresses need to explore and identify better means to achieve what is already effective output with respect to Facebook ; expresses desire to incorporate new techniques into his/her professional repertoire
6.3	Expresses need to keep him/her and the business open to new ideas, goals, and means of achieving maximum outcomes for customers and users; expresses desire for experiences that will broaden his/her outlook in personal and professional life.

Source: (Hall & Hord, 2011, p. 73; Hall et al., 1973, pp. 36–38)

The conceptual 'levels of use' a microbusiness owner may undergo during the adoption process is listed in Table 2.9.

Table 2.9 The conceptual 'levels of use' a microbusiness owner may undergo during the adoption process.

---

0 *Non Use*: State in which the user does not know that Facebook exists

Knowledge	Action
1. No knowledge of Facebook	1. No action is being made to find out about Facebook
2. Has general knowledge about Facebook	2. Solicits information from various sources about Facebook

---

1 *Orientation*: State in which the user are acquiring information about Facebook, its value orientation, its demands upon them, and the user system.

Knowledge	Action
1. Knows name and source of Facebook	1. Solicits descriptive information about Facebook
2. Knows where to get sufficient information to formulate decision alternatives	2. Solicits actual materials and analyses them.
3. Has sufficient information about Facebook and its implementation requirements to make a go/no-go decision.	3. Makes an informed decision to use or not to use it.

---

2 *Initial training*: An action stage in which the user is being trained in the logistics and use of Facebook.

Knowledge	Action
1. Knows time requirements for training; knows general logistics and requirements for use of Facebook.	1. Examines materials in terms of training mode and duration.
2. Knows components of Facebook and its general characteristics	2. Studies actual materials to acquire knowledge and skills.
3. Knows content, general instructions and logistical requirements.	3. Prepares to initiate trial of Facebook.

---

3 *Mechanical*: A stage of Facebook implementation where users are engaged in pilot use of the page. The user is engaged in a step-wise attempt to master the tasks required by Facebook, often resulting in disjointed and superficial use.

Knowledge	Action
1. Knows only on a day-to-day basis what Facebook demands	1. Implementation demonstrates lack of effective management and lack of anticipation of immediate/intermediate consequences.
2. Has sufficient knowledge to cope with the minimal daily requirements of Facebook.	2. Demonstrates control over day-to-day use of Facebook but lacks ability to plan beyond that.

Table 2.9 The conceptual 'levels of use' a microbusiness owner may undergo during the adoption process (continued)

3. Knows detailed information about Facebook, its content, and its potential.	3. Handles well the mechanical aspects of Facebook, yet fails to attend its impact on customers.

4. *Routine & Refinement*: A state of usage where the user handles Facebook well as an individual with quality impact on customers in his/her immediate sphere of influence.

Knowledge	Action
1. Knows the cognitive effects of Facebook on the customer and the relative effectiveness of alternate practices.	1. Explores and experiments with alternate combinations of Facebook products and platform with existing practices.
2. Recognizes affective responses of customers as a result of his/her manipulation of methods with Facebook.	2. Examines impact of various combinations of existing methods and Facebook products on his/her customers.
3. Knows cognitive and affective effects of innovation on his/her customers and how he/she can get most out of Facebook.	3. Maximizes customer involvement with Facebook by adopting products and platforms of Facebook.

5. *Integrated*: Stage in which the user is actively seeking ways to combine his/her efforts in using Facebook in comparison to other businesses to achieve an impact on customers.

Knowledge	Action
1. Has minimal knowledge of how others are using Facebook.	1. Seeks out information from comparable businesses about what they are doing and develops tentative plans to improve their own practices.
2. Has good understanding of what others are doing.	2. Experiments with alternate patterns of use of Facebook based on learning from comparable businesses.
3. Knows how his/her use of Facebook and others' use can provide maximum impact for customers.	3. Implements most effective system for the use of Facebook, which employs successful patterns of use from comparable businesses and yields a high degree of impact on customers.

6. Renewing: The stage of use of Facebook in which the user re-evaluates the quality of use of Facebook, seeks new alternatives to achieve impact on customers, examines new developments in the field, and identifies new goals for themselves.

(Continued)

Table 2.9 The conceptual 'levels of use' a microbusiness owner may undergo during the adoption process (continued)

Knowledge	Action
1. Has experiential knowledge of other innovations and their potential use in this situation.	1. Begins to experiment with sophisticated adaptations of the innovation in order to achieve more effective impact on customers.
2. Has knowledge of innovations in his/her own and related fields and their implications for improving the quality of customer communication.	2. Seeks out new alternatives to enhance or replace Facebook.
3. Has broad knowledge of emerging alternative goals and means for marketing and perceives the dynamic role of his/her work as a vital part of the social system.	3. Systematically evaluates effectiveness of innovation and reappraises goals while seeking more effective means and perhaps new goals in the pursuit of optimal customer impact.

Source: Modified from: (Hall & Hord, 2011, p. 94; Hall et al., 1973, pp. 32–35)

Overall, it is expected that the microbusiness owner may experience three levels of concern, such as self-concern, task concern and impact concern. Each level of concern is associated with the stages of concern and levels of use. The relationship is explained in Table 2.10.

Table 2.10 Relationship between the stages of concerns and levels of use

	Stages of Concern		Levels of Use	
Self-concerns	0. Unaware (Unconcerned)		0 Non Use	
	1. Awareness (Informational)	2. Exploration (Personal)	1 Orientation:	
Task-concerns	3. Early Trial (Management)		2 Initial training	3 Mechanical:
Impact-concerns	4 Limited Impact (Consequence)		4. Routine & Refinement	
	5.Maximum benefit (Collaboration)		5. Integrated	
	6.Renewal (Refocusing)		6. Renewing	

Based on the initiation, adoption and adaptation models it can be conceptualised that:

> ➢ The process management method for the adoption of Facebook will not be suitable for microbusinesses. The precautionary adoption process model will be useful to predict yes/no at the initial phase of initiation.
>
> ➢ Concerns-based adoption process model may be the most suitable model for Facebook adoption by microbusiness.
>
> ➢ Greater collaboration with the resource system will reduce concerns, resulting in beneficial use of Facebook.
>
> ➢ Microbusiness owners may undergo the stages of concerns and levels of use as described in Table 2.8 on page 50 and Table 2.9 on page 52.

The conceptualisation attempts to provide answers to the first part of the central research question — how is social media adopted by microbusinesses? The first part of the research question is augmented by two Sub-Research Questions (SRQ): SRQ1 What are effective training techniques that enable microbusiness owners to successfully adopt and use social media? SRQ2: How does the microbusiness owner learn to use social media? Determining the training needs, evaluation of training methods and understanding the learning process of the microbusiness owner is reviewed over the next two sections to gain a better understanding of the overall implementation process.

2.1.3 Identifying training needs and methods for microbusinesses.

This section is divided into three parts. In the first part, the literature on training for microbusiness is examined to establish a requirement of the training needs for a microbusiness owner intending to use Facebook. Second, the guideline specific training methods suitable for meeting the requirements are evaluated to focus on two such methods: the quick start training method and self-training. Evaluation of the method shows that both methods may be required in sequential mode for training users. Finally, a training evaluation programme is established to measure the performance of training.

The term 'training' is used to describe any activity that facilitates "transfer of knowledge, skills or attitudes which is organised to prepare people for productive activities, or to change their working behaviour" (Fluitman, 1989a, p. xv). Training is differentiated from education such that "training connotes a short-term

program that emphasises the specific skills needed in a job or particular occupation" (Pindus & Isbell, 1997, p. 2). Two distinct approaches were found from two different sources classifying the literature on microbusiness training in to a professional and academic approach as explained below:

➢ The literature from the International Labour Organisation covers the microbusinesses from the least developed and developing countries. These businesses are also called as the informal sector contributes largely to the economies of the developing countries by way of creating employment. Training is particularly challenging for this group as the primary mode of training originates from unpaid informal apprenticeship, usually by a family member (International Labour Organisation (ILO), 1989, 1999 and subsequent update in 2002). Table 2.11 below evaluates this literature in detail. It gives precise guidelines on how training should be performed in the microbusiness sector.

➢ The academic literature on training covers microbusinesses in the US, UK, Australia and New Zealand as listed and evaluated in Table 2.12 p. 57. This literature mostly examined the microbusiness owner attitude towards training, reasons for poor participation and successful training enablers. It establishes that factors, such as attitude of the owner, his/her business objective, government subsidies on training, training programmes, manifested from larger businesses and customer orientation of the owner may impact the effectiveness of training.

The literature contributes to the purpose of building a list of characteristics of training requirements which may be encountered and also facilitate the training process of Facebook use by the microbusiness.

Table 2.11 Literature which gives guidelines about training in microbusinesses

Author	Purpose/Findings
(Fluitman, 1989b)	Training should be grounded in the knowledge of the owners, their environment and pay heed to their major problems and aspirations. Training characteristics are: ➢ Training should be on the job. ➢ Non-formal decentralised approach – consultants must visit work place. ➢ Must address specific needs and problems – to the point. ➢ Must solve problems – pragmatic. ➢ A flexible design which allows adaptation of content. ➢ A modular/ piecemeal approach with visual or oral representation. ➢ Hands-on demonstration. ➢ Early results – intervention should have immediate effect. ➢ Follow up services. ➢ Trainers must have devotion, patience and common sense – they should have the capability to behave as an insider. Continued

Table 2.11 Literature which gives guidelines about training in microbusinesses (continued)

(Castro, 1989)	Training should not have elaborate training material. Normally one or two sheet of paper. ➤ Must be very simple ➤ Analogies and examples must be from the trainee's world. ➤ Repetition of what was learnt. ➤ Pacing must be at the trainee capability. ➤ Personalised attention necessary. ➤ Should not try to teach anything that is not linked to their survival.
(Haan, 1989)	Training is essential to promote technological change. It proposes to blend incrementally new technologies with existing technology rather than dramatic big changes.
(Maldonado, 1989a)	It deals with the self-organising features of microbusinesses in the form of self-training. Self-training has been focused in greater detail last in this section.
(Fluitman & Momo, 2001)	Greater education seems to make owners more successful than others. Heterogeneity amongst owners is a problem for training delivery.
(Haan, 2002)	Intervention should be based on what actually exists. They will be successful if: ➤ Training is matched to the needs of the trainee ➤ Reduce duration of training – increase self-instruction
(Liimatainen, 2002)	It establishes that there is no one formula for training. It finds most finding listed earlier as valid. It adds that training should combine vocational training skills with management training.

Table 2.12 Academic literature on microbusiness training

Author	Purpose/Findings
(O'Dwyer & Ryan, 2000)	Microbusiness owners do not subscribe to training since they cannot leave their business, training occurs after a crisis management and relevance of training (such as training not being useful) is a big problem for them
(Devins et al., 2005; Johnson & Devins, 2001)	Most training programs are manifestations of programs adapted from larger organisations and are not relevant for small businesses.
(Matlay, 1999a, 1999b, 2004)	It emphasises importance of vocational training and highlights the problem of relevance on training to microbusinesses.
(Reynolds, 2012)	It establishes that small businesses give greater importance to advice and help from their inner circle of network. They remain confused about all the training and support activities available and prefer to rely on a few close associates.
(Webster, Walker, & Brown, 2005)	Small business owners are reluctant to participate in training but their growth is associated with training and skill development. Internet maybe a useful delivery method of training but technical literacy itself can limit this medium.

Table 2.12 Academic literature on microbusiness training (continued)

(Massey, 2004)	This study questions the effectiveness of government induced training subsidy for small businesses. It finds that such programs are poorly planned and ineffective in meeting its desired objectives.
(Greenbank, 2006)	It challenges current approaches to training (deficit model) wherein it is accepted that the mentor has greater knowledge than the owner manager does. It recommends a reflexive approach giving important to the knowledge of the owner manager.
(Butcher, Sparks, & McColl-Kennedy, 2009; Butcher & Sparks, 2011)	It establishes three drivers for adoption of training by microbusinesses: owner's attitude towards training, customer orientation of the business and the nature of the businesses.
(Simpson, Tuck, & Bellamy, 2004)	It classifies small businesses based on their business objective in to empire builder, happiness seeker, vision developer and challenge achiever. Experience was more important to the happiness seeker and vision developer. Empire builder and challenge achiever gave some importance to training.

Using both the professional literature about training in the informal sector and the academic literature on the microbusinesses, the ideal characteristics of training is developed which could be suitable for microbusinesses intending to use Facebook. This is a conceptualisation since this research is on use of Facebook by microbusinesses who belong to the developed world. The specific characteristics of Facebook, such as continual updating which requires experience and self-learning, has to be recognised and incorporated in to guidelines of training requirements. Six characteristics of training have been considered as most important for this purpose as listed below:

➤ Training should be on the job — at the site of the microbusiness owner. This will allow greater participation.

➤ It should be precise, short, to the point, simple, demonstrative, incremental and customised using examples that the owner can relate and grasp with ease.

➤ Facebook should blend with the existing methods of marketing. It should not be projected as an alternative but complimentary to existing methods of marketing.

➤ It should demonstrate early on that Facebook could get them new customers.

➤ A reflexive approach acknowledging that the trainee knows more about marketing his/her products than the trainer. Their experience and capability must be recognised.

➤ The focus should be non-instructive to encourage self-learning and instruction.

Using this guideline, specific training programmes were reviewed to find their suitability for the purpose of this research. Two such methods were found which might meet the guidelines developed above as listed below:

➢ Quick start training
➢ Self-training

The methods have not been envisaged as alternative to each other, but rather complimentary and sequentially applied such that first, quick start training will be used to train the microbusiness owners in use of Facebook and next self-training will be used to wean them off of quick start training and start using Facebook proactively albeit through assistance. The working methods and procedures for quick start and self-training are explained next and a working model is formed for Facebook training in microbusinesses. It is to be noted that both the methods have sparing evaluation through academic methods. Evaluation and empirical data is from the International Labour Organisation (ILO) and United States Department of Labour (USDOL).

2.1.3.1 Quick start training.

Quick start training has also been called customised training, flexible training, flexible learning, individual training and employer based training. The literature associated with quick start training is listed in Table 2.13.

Table 2.13 Identifying the main literature associated with quick start training

Author	Purpose/Findings
(Burdette, 1999; Hansen, 2009)	Introduction to quick start training with a step-by-step guideline on executing a quick start-training program. Establishes the role of quick start in reducing impact of lay-off on labour and improve employer competiveness.
(Duscha & Graves, 1999, 2007)	A state wise (US) review of the quick start-training program. Despite criticism of quick start training in subsidising large corporation training cost by taxpayer's money it has been widely used in almost all states in the US.
(Isbell, Trutko, Barnow, Nightingale, & Pindus, 1997a, 1997b; Pindus & Isbell, 1997)	This is a series of three papers. First, it reviews the literature on quick start training to establish its effectiveness for both employers and trainees. Second, it examines several case studies of government funded (9) and company funded (8) quick start training programs to establish the effectiveness of such training.
	Finally, it develops the best practices for quick start training such as training which takes place on the job is most effective and job specific training with work place or business skills training was most successful.
(Kasper, 2002; Warren, 2000)	Examining quick start training delivery effectiveness of community college. Finds them reasonably effective. It also suggests the that community colleges should offer quick start training as one of the training methods e.g. (Georgiaquickstart.org, n.d.).
(Hodson, Hooks, & Rieble, 1992)	A research article examining the role of Quick start training in comparison to vocational training. They find quick start training can be sometimes more effective than vocational training.
(Allais, 2010)	Identified the downside of Quick start – too much customisation – does not allow moving up the education ladder.
(Daly, 2004; Ramm, 2004; USAID, 2006; Werner, 2004)	Evidence of successful use of quick start training program in Bulgaria, Poland and Macedonia for workers displaced by the shutting down of government owned corporations in erstwhile communist regimes influenced by Russia. It also establishes the use of quick start training in microbusinesses especially in Indonesia for alleviating unemployment
(R. W. Moore, Blake, Phillips, & McConaughy, 2003)	It examines the use of quick start training in the California state of the US for generating employment and re-training of workforce. The importance of this study lies in the development of the evaluation model of quick start training and its use in evaluating the effectiveness of training provided.
(Employment and Training Department International Labour Office, 1999)	Through this entire report and specific reports (Burdette, 1999; McMillan, 1999) the International Labour Organisation grants legitimacy to quick start training (also called as flexible training) as an appropriate instrument to be used in microbusinesses.
	It recommends use of quick start training in place of vocational training since quick start training methods can be more flexible, precise and to the point than vocational training techniques.

Note: This is almost an exhaustive list of literature on quick start training and contains all relevant material associated with it.

Quick start training has been successfully used in the United States of America and in central Europe for re-training the workforce affected by lay-offs and redundancies. It has been recommended by the International Labour Organisation to be used in tandem with vocational training for microbusinesses. Using the literature review (Table 2.13), a short explanation has been prepared in Table 2.14 for easy understanding of the concepts and operation of the quick start training method.

Table 2.14 A summary and explanation of the quick start training method

Concept/Role	Explanation
Quick start	This term is used to signify a rapid training program to resolve a specific problem faced by the industry.
Customised	A specific solution made solely for the problem facing business
Flexible	Delivered on-site ideally by supervisors in co-ordination with external agent. Informal, self-paced, hands-on, on the machine approach.
Employer based	Focused on the requirements of the employer. (employer means the employer of the trainees)
Application/Use	It is rapid response impeding a lay-off or redundancy, which allows re-training of the work force to learn new skills and techniques. Examples of such re-training would be learning to use machines with computers (against earlier manual machines), working with robots, advanced machinery, business services such as word processing, MRP, ERP, CAD-CAM systems other auxiliary systems such as logistics and supply chain management including back office management.
Benefits of Quick start training	Meets the requirements of microbusiness owners training. Flexible, customised, on-site and focused.
Limitations of Quick start training	Does not permit overall development of the trainees. It is focused on the employer and their requirements. Skills learnt may not be useful elsewhere.
Role of community colleges in imparting quick start training	Several community colleges in USA offer this program for the industry. Students and staff members are usually involved in providing training thereby reducing overall cost.

<div align="right">Continued</div>

Table 2.14 A summary and explanation of the quick start training method (continued)

Operation	The quick start training system has a laid down generic procedure which involves understanding the requirements of the employer, doing a background review of the business/industry for bench marking, detailed discussion with the technical/technology group for understanding re-training requirements, developing materials, actual implementation and finally evaluating performance. An adapted version of the quick start training procedure has been developed in Table 2.15 below. The quick start training system requires the development of an task duty statement. Such a task duty statement has been developed in Table 2.17 on page 65. All the training material is listed in Table 2.18 on page 66.

According to the requirement of the quick start training method, a working model is prepared in Table 2.15.

Table 2.15 A quick start training model for microbusinesses using Facebook.

Activity	Description of activity
Preliminary	Groundwork required for customising training for all microbusiness.
Homework	Learn about the businesses operations, its customers, product, services, and its competitors.
Training needs assessment	How to operate the Facebook? How to interact with customers? How to promote products and services?
Developmental	Close co-operation of the researcher and microbusiness owner. Prepare a sketchy plan focusing on job task analysis (See Table 2.17 on page 65).
Tools, equipment and work aid	*Tools*: Video/standard Camera, picture editing software, Broadband connection *Equipment/machines*: Standard desktop, Smartphone *Work aid*: Template for developing content. A processed generic version is available in Table 3.47 on page 226.
Knowledge, skills, abilities and attitude	Specific knowledge of terminology such as likes, timeline, post and check-in's is required for operating the Facebook (Table 2.16). The operator must be aware of the location of the various options and components and manoeuvre through them for effective use. The operator is required to have the skills of using specific tools such as camera and picture editing software, which may be required to create effective post. The operator must be able to interpret the communication made by the customer and make acceptable plausible replies. They require problem solving and minor trouble shooting capabilities, which may be a normal part of their daily business routine. The operator must be aware of the cause and effect relationship between its post and the subsequent replies. They may need to have an attitude of experimental nature to derive maximum benefit from the use of Facebook page.

Continued

Table 2.15 A quick start training model for microbusinesses using Facebook (continued)

Identifying problems	Facebook has the possibility of negative publicity in the form of disgruntled customers venting complains on the page. Suitable strategies need to be devised to deal with such negative publicity. As discussed earlier it is better to deal with such problem directly on the post. This gives the authenticity to the business and demonstrates to other customers that the business is genuinely interested to resolve their problems.
Customising all training materials	Quick start mandates that training material need to be developed specifically for microbusiness and customised to its. Wherever printed materials published by others have been used, they should be reviewed for its relevance and its direct relation to the context of use. All training material has been customised (See Table 2.18 for components of material).
Implementation	Includes recruitment screening of participants and actual delivery of training
Recruitment, screening and select	Depends on educational requirements, aptitude, interests and attitudes. (This is taken forward in the methods chapter (Section 3.2.1) where details are established for selection of microbusinesses)
On-site training delivery	Microbusinesses are operated by single people and they may find it inconvenient to leave the business premise for attending training. In the context of microbusiness, it may be beneficial to deliver the theoretical and practical instructions simultaneously at the site of the microbusiness.

Specific knowledge about Facebook is provided in one page summary as shown in Table 2.16.

Table 2.16 Brief description of Facebook features and products

Product	Description
Pages	Launched in 2007 it is also termed as *Facebook fan pages*, *fan page*, *Facebook pages*, *business fan page* and *Facebook business pages.* It is the dominant product used by businesses to drive sales.
Timeline:	It is a feature of pages, which acts as the profile of the business allowing them to organise and highlight the events and activities. It allows businesses to "choose the information they want to share important dates, overall history and contact details.
Operation of pages	Pages on Facebook are set up in a manner wherein a customer can "like" the page to receive regular updates. Users can like and follow number of businesses and they choose to receive information about updates and deals, which the business may post in their newsfeed. It is quite possible that competitors will like the page of a particular business just to receive news and information about their regular postings.

<div align="right">Continued</div>

Table 2.16 Brief description of Facebook features and products (Continued)

Newsfeed	This is default page where all Facebook users are directed. The updates made by the business appear in the newsfeed.
The concept of Post in Facebook	*Post* are similar to email messages but unlike emails that are targeted at a specific audience post can reach a wider unspecified audience. Post can take the form of status update, a photo, video and any web link with additional options to select a location, date, tag connections and select audience for e.g., as *public* which means that the post is available for everybody to view. Below the post three options appear: (a) the like button, (b) comment button and (c) share button.
	The comment button allows other users to comment on the post and the share button allows other users to share the post with their connections. The like button (an exclusive feature of Facebook activated in Feb 2009) is the most widely used feature of Facebook.
Photos, videos and events	Businesses can post photos and videos for attracting customers. Businesses can create events and invite their customers to join them
Like button in Facebook	*Like* is described as giving a "positive feedback and connect with things" the customer "care about". By liking a post the customer can transmit to the business in "an easy way" that they "enjoy it, without leaving a comment". When a user likes a post it initiates three actions: (a) it is noted below the post (a quantitative figure of likes), (b) a story is posted to their timeline and; (c) a notification is sent to the creator of the post. Since the story is posted to the timeline, it may be automatically visible to the user's connections (Friends) via their newsfeed.
Tagging	Tagging is described as a "special kind of link" to the timeline of the person who has been tagged (Facebook, 2013i).
Control panel features of Facebook pages	Page has a control panel to modify information about the business along with an insight feature, which gives details of the users. The information section contains items such as name of the page, address and hours of operation.
	The settings tab helps the user to control the visibility of the page and other access related controls, which include private messages from customers, tagging of photos and comment replies.
	These are important controls, which the page owner has to establish since they govern the options available for interacting with the customers. The fourth option of the control panel is the insight option, which has four reports:
	Likes, reach, talking about this, and check ins. The likes report shows the gender and age of the customers who like the page along with country and state wise location of the likes and language spoken by the customers.
	Reach, talking about this and check-in show the activity of the customer arranged around country, city and language.

Source: (Facebook Inc., 2012; Facebook, 2012a, 2012b, 2013h, 2013i, 2012c, 2013a, 2013b, 2013c, 2013d, 2013e, 2013f, 2013g; Like Button, n.d.)

The task duty statement is listed in Table 2.17.

Table 2.17 Duty and task statements along with performance standards for Facebook page

Duty:	Develop and update the Timeline
Task:	Update all relevant business information
	Post profile photo probably the logo of the business
	Post cover photo – something relevant to the present situation
	Update all back dated events such as date of formation and others
Performance standard:	Timeline with photos telling the story of the business
Duty:	**Updating (posting) on Facebook**
Task:	Decide content to be posted
	Decide if photo to be used
	Prepare camera and object
	If it is a deal set it up on the checkout system online/offline
	Test setup
	Proof read content before posting
Performance standard:	At least one post a week.
	Faultless delivery of deals.
Duty:	**Promoting post on Facebook**
Task:	Make employees and co-owners like the post
	Tag friends and family on the post (as individual user)
	Tag photos
	Share on other community pages
Performance standard:	Number of likes and comments on post
Duty:	**Reply to messages, comments, likes and post**
Task:	Check once in 24hrs for messages, comments, likes and post
	Decide the frequency of checking
	Spontaneous replies to simple queries
	Prepare replies for complex situations.
	Decide use of alternate media
	Remove spams and abusive comments or post.
Performance standard:	Time taken to reply
Duty:	**Like pages relevant to the business**
Task:	Find and like competition pages
	Find and like similar pages
	Find and like brands relevant to the business
	Find and like suppliers pages
	Find and like local community pages
Performance standard:	Establishing a niche and relevant set of pages
Duty:	**Browse business newsfeed**
Task:	Check once in 24hrs
	Like post which may be useful for your customers
	Comment on post which may be useful for your customers
	Tag the page on post which may be useful for your customers
Performance standard:	At least one like or comment in a week.
Duty:	**Check and analyse insights**
Task:	Review and analyse reach of posts
	Review and analyse where the most likes for the page comes from
	Review and analyse age and gender of customers
	Review and analyse geography and location of customers
Performance standard:	Greater post view and likes on the post

According to the requirements of preparing customised training material for the participants, the training material for Facebook use has been prepared at various stages of this thesis. The entire material will be used for providing training to the microbusiness owners during the process of the adoption of Facebook. The component of the complete training material, which will be compiled as a manual, has been indicated in Table 2.18 with directions to further sections where the material is located.

Table 2.18 Components of the training material compiled as a manual

Purpose of the component	Specific section in this thesis	Customisation
Introduction and use of Facebook products	Table 2.16 on page 63	General for all
Duty and task to be performed	Table 2.17 on page 65.	Specific section for specific users
Tools, equipment and work aid	Table 2.15 on page 62.	Specific section for specific users
Negative aspects of Facebook page	Table 2.15 on page 62.	General for all

2.1.3.2 Self-training.

Self-training is the second technique proposed to be used in conjunction with the quick start training method. Self-training is quite similar to self-learning andragogy and self-determined learning (explained later in Table 2.22 & Table 2.23on page 74). The difference between them is that self-training is an assisted process used in the informal sector (Bakke-Seeck et al., 1998; Maldonado, 1989a, 1989b; Salort, 1999) and in small businesses (International Labour Office, 2006) and for English language training (Chen, 2000) in Chinese colleges.

Besides the assisted process, self-training is quite similar to quick start training and enjoys distinct characteristics most suitable for microbusiness owners. The important characteristics of self-training are as follows:

➢ Learning is largely 'by doing'

➢ Happens on the job

➢ Supplied during a short period

➢ Establishes close links to an effective demand for goods and services

(Maldonado, 1989a, p. 80).

Quick start training uses the conventional methods in which trainees receive knowledge and a set of pre-determined skills, but self-training reverses this process. During the self-training phase the microbusiness owners will become active bearers of knowledge, though this could be incomplete knowledge (Maldonado, 1989a). The flow of knowledge may be generated during the process of using Facebook (by doing) to capture new market opportunities. The limitation of 'learning by doing' (experience accumulation) can be overcome by learning searching and negotiating. Learning by negotiating, particularly in seeking new openings and broadening markets, may be a significant source of learning. Assistance is provided in searching and negotiating, such as searching for community pages and requesting them to tag their site for broadening markets. However, this assistance is limited to trainees who determine "their own forms of organisation and their own criteria for making decisions, setting priorities and assessing results in solving problems" (Maldonado, 1989a, p. 90). The external change agent provides new impetus especially with new technology, which requires constantly changing skill requirements.

The process of self-training blends local solidarity, existing marketing practices, know-how and skills which are necessary to achieve a higher level of knowledge in the use of Facebook. Such training is indispensable for development "from within" and there exists a lot of scope for it" (Maldonado, 1989a, p. 90). It is important to recognise that the microbusiness owner is an artisan practising a trade, an entrepreneur operating their own business and an animator of their own social environment (Maldonado, 1989a, p. 79). To initiate self-training it is useful to re-interpret the knowledge and experience of the microbusiness owner. Analysis of local circumstances and appropriate adaptations is required. Stringent imposition of training methods and curriculum developed earlier (quick start training) may prove to be counterproductive after a point, since the owners could themselves identify and analyse the problem which may be resolved by self-

training. They can determine the content of training but may require a significant amount of flexibility and require creative endeavour. Assistance can be provided to the microbusiness owner through imaginative contribution. The assisted self-training intervention should encourage the microbusiness owner to be aware of their competence and limitation, which can help them to exploit resources from within. Encouraging creative endeavours may increase the microbusiness owners' capability to respond to new market opportunities, thus accelerating the rate of learning. Overall, the success and limitations of self-training are listed below.

Success factors:
> Promoting exchange of experience
> Maximum use of local know-how and material
> Search for solutions adaptable to each case
> Quality and commitment of personnel who started the process
> Direct link between training and creation of demand for goods or services

Limitations
> Quantity of work involved
> Rather demanding
> Seeking and implementing ad-hoc solutions
> Large degree of availability
> Preparedness permanently to question what goes on
> Technology illiteracy of the microbusiness owners

Due to the quantity of work involved and customisation of solutions for each problem with each specific case might not make the self-training concept a practicable solution. However, when used in conjunction with quick start training, it may be quite helpful for the microbusiness owner to discover their own potential.

2.1.3.3 Evaluation of training.

The evaluation of training is performed using the four level model as shown in Table 2.19. This model helps in understanding all the aspects of training and the outcomes of training, such as increase in sales and new customers.

Table 2.19 The four level evaluation model of training

Four levels	Evaluation criteria	Measurement technique
Evaluating reaction	Collect perceptions of the quality and value of training from the trainees	Poor, fair, good and excellent. Agree/disagree. Substantial and no impact.
Evaluating learning	An assessment of the trainee in his/her mastering of the skills, knowledge and behaviour the training was supposed to impart. Such assessment is made by observing the trainee on the job	Facebook mastering of skills, knowledge and behaviour can be examined simply by observing the online site. Suitable observations techniques are developed.
Evaluating behaviour	This level measures the actual use of skills, knowledge and attitudes imparted during the training	Agree/disagree, Everything/None
Evaluating results	The assessor examines whether the training lead to any improvement in the performance of the trainee at work. This can be done by examining increase in productivity.	Substantial and no impact. The training impact model.

Source: (Kirkpatrick & Kirkpatrick, 2006, 2007)

The evaluation process focuses more on the outcome of training, such as success in using Facebook by the microbusinesses (Jacobs & Bragg, 1994). The outcome is evaluated using a training impact model. The conceptual training evaluation model will be used to evaluate the quick start training programme. The model as shown in Figure 2.6 illustrates the dynamics of the quick start training programme that lead to — or do not lead to — improvement in the adoption process and eventually increase in performance of the microbusiness.
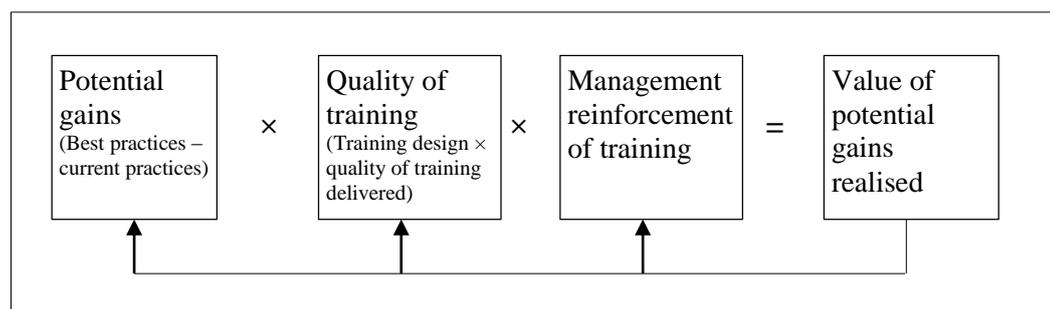
Figure 2.6 Quick start training impact model used to evaluate the effectiveness of training
Source: (R. W. Moore et al., 2003)

The illustrated model has three important features:

- ➢ Chronological
- ➢ Multiplicative
- ➢ Provides feedback about the training

It is chronological in the sense that each element appears in the sequential order as it appears in a training programme. It is multiplicative since each component increases or decreases the next component. The participants had some expectations (mostly gaining new customers) from training, then their perception of the quality of training and finally the researchers' perception of support and interest shown by the participants will determine the ultimate value of expected gains realised. In an ideal situation, if quality of training and microbusiness support for training is 100%, then expected gains will be equal to the value of expected gains realised. Inversely, if any of the factors is less or zero percent there will be no impact of training.

Finally, to summarise the training section:

- ➢ The literature on training associated with microbusinesses is reviewed to establish a set of best practice guidelines for training in the context of Facebook adoption.
- ➢ Two concepts (quick start training and self-training) are evaluated found meeting the requirements of the training. Suitable training material and identification of the role of assistance is developed.
- ➢ The training evaluation procedure is established which may be used to evaluate the quality of training provided to the microbusiness owners.

Using this review it is conceptualised that:

- ➢ The quick start and self-training method may be effective for enabling the microbusiness owners to learn the techniques of Facebook. It may meet all the requirements of microbusiness training.
- ➢ Self-training will help microbusiness owners to understand their capabilities and motivate them to higher use of Facebook.

Using this conceptualisation, the sub-research questions (SRQ) (which augments the central research question — how is social media adopted by microbusinesses?) is framed as SRQ1 What are effective training techniques that enable microbusiness owners to successfully adopt and use social media?

2.1.4 The microbusiness learning process to use Facebook.

This section is concerned with the learning by doing or rather the experiential learning process of microbusinesses. The literature of the learning process of microbusiness shows its orientation towards informal experiential learning. This principle is further expanded by examining the principles of experiential learning to conceptualise a learning method that might be most suitable for social media applications. Such a conceptualisation may help microbusiness owners to extend their regular method of learning to Facebook for better synchronisation of marketing activities. Keeping this agenda in mind, this section performs the following steps:

> ➢ Learning is defined to limit the scope of this research to learning by doing. The Facebook learning process is compared with the word processing learning process to identify the differences.

> ➢ The learning literature on microbusinesses is examined to identify the learning characteristics of the microbusinesses. Various learning principles are examined for their suitability to the learning requirements of Facebook.

> ➢ Establish the differences between this research and the existing literature requiring a conceptualisation of the most suitable characteristics for this research.

> ➢ Examine the literature on experiential learning to develop a framework and conceptualisation, which may be used for this research.

The term 'learning' has been used "to refer to any ways in which a firm increases its capacity to manage technology and to implement technical change" (Bell, 1984, p. 189). The *any ways* is classified in six ways of learning.

➢ Learning by operating ➢ Learning by changing	Doing based, feedback mechanisms
➢ System performance feedback ➢ Learning by training ➢ Learning by hiring ➢ Learning by searching	Other mechanisms

Source: (Bell, 1984, 2007)

The process of learning to use Facebook has some similarity to experiments conducted for use of text editing application which involved self-learning using a vendor manual, also known as guided exploration (Carroll, Mack, Lewis, Grischkowsky, & Robertson, 1985; Mack, Lewis, & Carroll, 1983). The experiments led to the development of a minimalist manual (Carroll, Smith-Kerker, Ford, & Mazur-Rimetz, 1987). The process of learning (use functions and

features of Facebook) is similar to the above experiments but has some differences based on the characteristics of social media. Facebook requires development of content to be 'put up' on a regular basis, which is specific to the business. The text editing application experiments were conducted with a script which was given to the participant to type and print and it was assumed that the script itself would be given by the concerned manger or a 'knower' who is aware of the requirements of issuing the letter (Carroll et al., 1985, 1987; Mack et al., 1983). The requirement of learning to use Facebook and a social process of communicating in Facebook may require learning and skill development tasks for the microbusiness owner.

2.1.4.1 Examining the literature on microbusiness learning

The learning methods employed by the microbusiness owners are focused on learning by doing, which is mostly self-directed and determined through experiential learning. The difference in requirements from learning to use a word processor requires the expansion of the learning literature to review specific literature concerning microbusinesses. In this direction, the next page contains a list of the learning literature on microbusinesses tabulated in Table 2.20, which is arranged in order of importance for this research. The first citation in Table 2.20 is the most important literature bearing similarity to this research as it investigates the learning process in online discussion forums, which is somewhat similar to this investigation. Therefore it is examined in detail as tabulated in four tables (Table 2.21, Table 2.22, Table 2.23 & Table 2.24 on p. 75) which investigate self-directed (andragogy), self-determined (heutagogy) and experiential learning.

Table 2.20 Assessment of literature on microbusiness learning processes

Author	Purpose/findings
(T. L. Smith, 2012)	The investigation finds the principles of social constructivist, social connectivism, andragogy, self-directed andragogy, heutagogy and experiential learning apply to learning process of microbusiness owners in an online discussion forum (See explanation and detailed finding on page 74). It finds the microbusiness owners experience double loop learning during discussion in online forums.

(Continued)

Table 2.20 Assessment of literature on microbusiness learning processes (continued)

	Learning was controlled by the commitment of the manager to learn in times of how much time they were willing to devote, how much they were willing to learn (better managers learnt more) and past experience in online discussion forums.
	Other findings were, informal learning was important, <u>not all owners were self-directed learners</u>, the composition of the group and relevance of topics determined participation and development of trust and 'time to think' are important for online discussion forums. Finally, the <u>facilitator</u> in an online discussion forum performs a crucial task of encouraging and maintaining participation.
(Kelliher, Foley, & Frampton, 2009; Reinl & Kelliher, 2008, 2010; Reinl, 2008)	Examine the importance of learning networks in microbusinesses. It finds that microbusinesses have an incremental informal, reactive approach to learning. They <u>need support for effective learning</u>.
	They have an <u>action oriented learning based on experience and relevance</u>. They have difficulty in comprehending reflection and hence not conducive to double loop learning. It supports <u>building time in to the intervention process for assisting in the reflection process</u>. The opportunity to <u>apply learning immediately</u> in to the business was an essential part of the learning process. Finally, a facilitator or mentor needs to establish his/her expertise before microbusiness owner buy in to the learning process.
(Devins et al., 2005; Johnson & Devins, 2001)	The learning environment in microbusiness is unique since the requirements of the manager are diverse posing challenges to mentors seeking to deliver management and leadership skills. This supports an intervention-based approach with immersion of the mentor in the microbusiness environment.
(Billington, Neeson, & Barrett, 2009)	Microbusiness owners are motivated to learn if they understand "what's in it for me" part of the process first. Workshop helps them by creating the space for reflection and the networking makes alive the problems they face.
(J. Zhang & Hamilton, 2009)	It finds that peer networks are more successful in assisting the learning process of the microbusiness owner over other networks such as family and friends. It also finds that peer networks help in critical reflection.
(Deakins, Battisti, Coetzer, & Roxas, 2010, 2012)	It establishes that incidental and informal learning were the most dominant forms of learning prevalent in microbusinesses. It finds that learning in microbusinesses is a variable of age, gender and learning orientation.
(Matlay, 1999b)	Microbusiness depend on informal and incident driven learning process rather than formal training imparted by management experts
(Stuart, 1984).	The learning process in these businesses happens naturally as part of an everyday process.

Table 2.21 Application of social constructivist and connectivism principles to microbusiness owners learning in online-discussion forums

Theory	Learning principles	Findings reported by Smith, (2012)
Social constructivist	Promote active learning – Owners should be actively involved in learning, not passively receiving information	Online discussion forums enabled active learning – Active participation resulted in deeper learning
Social constructivist, connectivism	Encourage social interaction – Learning should encourage discussion to allow owners to construct their knowledge	Online discussion forums enabled social interaction with others allowing owners to construct new knowledge

Source: Modified and adapted from (T. L. Smith, 2012)

Table 2.22 Application of andragogy (adult learning) principles to microbusiness owners learning in online-discussion forums

Learning principle	Findings reported by Smith, (2012)
Learning needs to allow owners to build on previous knowledge by relating new information to previous knowledge and experience	Owners participating in the online discussion forums built on their existing experience and knowledge
Owners learn by solving real small business problems (as they arise)	Owners were able to solve real problems by asking in the forum.
Participation in learning is voluntary; learners participate, based on what they need to know	Owners voluntarily participated in the OCL forum; they participated only in discussion threads where they had a need to know, or that had relevant experience to share
Owners are internally motivated to solve their small business problems and thus seek out solutions	Participation required internal motivation - Not all were internally motivated

Source: Modified and adapted from (T. L. Smith, 2012)

Table 2.23 Application of self-directed (andragogy) and self determined (heutagogy) principles to microbusiness owners learning in online-discussion forums

Theory	Learning principles	Findings reported by Smith, (2012)
Self-directed (andragogy and self- directed learning) or self-determined (heutagogy)	Owners assume personal responsibility of cognitive and self-management processes in learning; there is no need for an instructor because learning occurs as part of running and managing their business	Most owners chose not to participate, because they are unaware of their learning needs. Only those owners who participated in the OCL forum appear fully self-directed

Source: Modified and adapted from (T. L. Smith, 2012)

Table 2.24 Application of experiential learning principles to microbusiness owners learning in online-discussion forums

Theory	Learning principles	Findings reported by Smith, (2012)
Experiential learning	Learning is based on real small business problems that allow owners to observe, reflect and change behaviour	Questions posted by owners were real business issues Advice provided resulted in changes to business processes and procedures

Source: Modified and adapted from (T. L. Smith, 2012)

2.1.4.2 Conceptualising use of self-directed/determined experiential learning.

Self-directed or self-determined learning along with experiential learning may form a significant basis of the Facebook learning process in microbusinesses. The investigations listed in Table 2.20 p. 72 despite being in microbusinesses, have differences from this study. The differences (listed below) need to be pointed out since the learning models developed can only be used as a reference point rather than direct testing or extending any of the models.

➢ Besides one (T. L. Smith, 2012), the rest are about development and the use of the management training programme. This research is purely concerned about the learning process for Facebook (technology) adoption.

➢ All focus on facilitated peer based learning while this research is about one-to-one facilitation of the learning process based on learning by doing (self-learning or learning by imitation).

➢ This research is purely concerned about use of Facebook for marketing purposes and there is a direct tangible output, which motivates the participants to learn Facebook. Thereby, though voluntary, there is a big motivation for participants to use Facebook.

Bearing in mind the differences between this investigation and the investigations listed in Table 2.20, the most common features of microbusiness learning are as follows:

➢ They prefer an incremental, informal reactive approach to learning.

➢ Though debatable, some microbusiness owners may experience double loop learning.

➢ Intervention is necessary for inducing learning in microbusinesses.

➢ What is in it for them and what they need to know will dominate the learning process.

➢ Adult learning principles in conjunction with experiential learning would be the most suitable learning intervention for microbusinesses.

It is assumed that microbusiness owners may not be self-directed or self-determined learners (heutagogy) and they may need suitable facilitation. The adoption process incorporates a training programme (Section 2.1.3 on page 55) which meets most of the requirements of microbusiness learning processes identified above. However, the learning process of Facebook is open to interpretation (as no guiding academic literature was found) and depended on the characteristics of social media, such as:

> ➢ Communication is in a public forum having its own business specific demands of etiquette and aesthetics.
> ➢ There may be negative communication, which requires skilful dealing.
> ➢ New skills may be required to be learnt or imitated for regular updating.

2.1.4.3 Role of experiential learning in social media use.

Experiential learning is one of the most dominant methods of learning in microbusinesses, and it seems Facebook might require such type of learning for its use. An approach to instigate self-directed/self-determined learning through experiential learning seems to be the most appropriate method for learning Facebook. However, this requires a better understanding of the experiential learning process. The controlling literature on experiential learning is listed in Table 2.25.

Table 2.25 Experiential learning literature

Author	Purpose/findings
(Kolb & Goldman, 1973)	It found that student's learning style determined their adaptation and performance in university. The "congruence or incongruence of learning style with discipline demands is a determinant of both academic performance and alienation in the university" p.37.
(Kolb, 1976)	Managers are distinguished by very strong active experimentation skills while business school faculty members are high on reflective observation skills. Marketing oriented personnel have accommodative learning style = concrete and active.

Continued

Table 2.25 Experiential learning literature (continued)

(Freeman & Stumpf, 1978)	It finds limitations in the learning style inventory (the questionnaire that measures the learning ability) but overall upholds the theory behind experiential learning.
(Kolb, 1981)	Upholds the learning style inventory through meta-analytical review and support for its validity and reliability in measuring learning style abilities.
(Kayes, 2002)	It addresses the key limitation of experiential learning theory, which is that it fails to account for the relationship between personal and social learning. It points out that personal knowledge or learning is tacit in nature and social knowledge is explicit.
	Using post-structuralism theory from Jacques Lacan that is concerned with knowledge and language it strives to understand the relationship between personal and social knowledge.
	Personal/tacit knowledge has two parts individual need (a biological or emotional state) and its symbolic representation. Personal knowledge is exchanged with social/explicit knowledge in the form of language in action.
	This results in formation of identity (self-identification) which is a coherent sense of self-having a location and meaning within the larger universe of language.
	The identity is in tension with the social action and is held ransom to the demands of social relations. Language controls the exchange process causing a fracture between the individual's internal need and its social expression.
	The personal and social knowledge is applied to the experiential learning theory to conceptualise that: The individual need is the concrete experience which when reflected becomes a symbolic representation of the self. (Personal/tacit knowledge).
	Experience is infused in to the personal knowledge to form abstract conceptualisation, which is enriched through active experimentation ultimately resulting in formation of social/explicit knowledge.

In summary of the literature review (as expanded in Table 2.25) it is concluded that despite its criticisms, experiential learning theory is found plausible and the learning style inventory valid and reliable.

The entire experiential learning theory along with its extension with personal and social knowledge is explained in Table 2.26.

Table 2.26 The components of the experiential learning method

Learning Ability	Active Experimentation (AE) Use the theories to make decision and solve problems (social knowledge)	Reflective Observation (RO) Reflect on and observe this experience from many perspective (Personal knowledge)
Concrete Experience (CE) Able to involve fully, openly and without bias in new experience (Personal knowledge)	Accommodator e.g. Marketing Low AC-CE score – Emphasis on CE High AE-RO score – Emphasis on AE	Diverger e.g. Human Resources Low AC-CE score – Emphasis on CE Low AE-RO score – Emphasis on RO
Abstract Conceptualization (AC) Create concepts that integrate observation in to logically sound theories (social knowledge)	Converger e.g. Nursing & Engineering High AC-CE score – Emphasis on AC High AE-RO score – Emphasis on AE	Assimilator e.g. Research & Finance High AC-CE score – Emphasis on AC Low AE-RO score –Emphasis on RO

Note: The four individual learning styles are dominant since ""Since AC and CE are highly negatively co-related as RO and AE. Thus individuals who score high on both AC and CE or on both AE and RO occur with less frequency than do the other four combinations of LSI scores" (Kolb, 1976, p. 23).

The characteristics of the four dominant learning styles are described in Table 2.27.

Table 2.27 Description of the four learning style

Learning Styles	Greatest Strength	Excels' in	Interest	Nature	Speciality	Example
Accommodator (Depends on personal and social knowledge)	Doing things; carrying out plans and experiments involving in new experiences	Situations where they must adapt to specific immediate circumstances	Solve problems in an intuitive trial and error manner	More of a risk-taker than people with the other three learning styles	Rely heavily on other people for information rather than their own analytic ability	Trouble-shooter, Manager, Project management
Assimilator (Depends on personal and social knowledge)	Ability to create theoretical models	inductive reasoning; in assimilating disparate observations into an integrated explanation	Concerned with the practical use of theories Theory must be logically sound and precise	less interested in people	Basic sciences and mathematics rather than the applied sciences	Research and planning departments

(continued)

Table 2.27 Description of the four learning style (continued)

Converger (Depends more social knowledge)	Practical application of ideas	Conventional intelligence tests where there is a single correct answer or solution to a question or problem	Narrow interests Hypothetical-deductive reasoning	Unemotional, preferring to deal with things rather than people	choose to specialize in the physical sciences focus on specific problems	Characteristic of many engineers
Diverger (opposite to Converger) (Depends more on personal knowledge)	Imaginative ability	view concrete situations from many perspectives organising many relationships into a meaningful "gestalt"	Broad cultural interests Generation of ideas	imaginative and emotional	Specialize in the arts "Brainstorming" idea session	Characteristics of persons with humanities and liberal arts backgrounds

Source: (Kolb, 1976)

Using the common characteristics of microbusiness owners identified earlier and the explanation of the experiential learning theory the learning process of Facebook for the microbusiness owners is conceptualised as follows:

> ➢ Learning principles, such as building on previous experience, solving real problems, learning simply what they need to know, learning by doing and self-management, will be useful to help microbusiness owners learn Facebook.
> ➢ Informal incremental approach will be beneficial.
> ➢ Successful Facebook users will experience double loop learning.
> ➢ Microbusiness owners who focus more on concrete experience and active experimentation (personal and social) knowledge will be more successful in Facebook use.
> ➢ Microbusiness owners with the learning style of accommodator and diverger may be more successful in using Facebook than others.

Using this conceptualisation, the sub-research questions (SRQ), can be formulated as SRQ2: How does the microbusiness owners learn to use social media? SRQ2

augments the central research question: How is social media adopted by microbusinesses?

2.2 Individual Factors that Impact Social Media Acceptance, Use and Incorporation

This section examines the probable individual specific reasons (why) for social media acceptance and incorporation by microbusinesses. Three reasons listed below are examined for their role in social media adoption by microbusinesses:

➢ Usefulness of Facebook

➢ Personal traits of the microbusiness owner

➢ Challenges or barriers that microbusinesses may experience for Facebook adoption

The first reason is the most dominant and well researched construct of 'usefulness' of technology for the individual (Davis, 1989), or in this case the microbusiness owner. The second reason for use of technology lies in individual traits of the microbusiness owner that may make an impact on social media adoption. The importance of individual traits has been highlighted by several small business investigations (Chell & Baines, 2000; Nguyen, 2009; Thong, 1999) in technology adoption. Finally, microbusiness owners suffer number of challenges to technology adoption such as lack of managerial capability. This has been highlighted repeatedly in the literature as one of the significant causes of poor uptake of technology by microbusinesses (Nguyen, 2009; Wolcott, Kamal, & Qureshi, 2008).

This section is divided into three subsections, starting with first, investigating the reasons for usefulness of social media by microbusiness, followed by the individual characteristics that may make an impact on social media adoption, and finally ending with examining the challenges that a microbusiness owner may encounter for social media adoption.

2.2.1 Microbusiness owner's perception about use of social media.

The term 'use' can be categorised in three stages of use as shown in Figure 2.7. The stages are first, need for use, which results in the second stage, intention to use and actual use and finally, continued use of social media (Facebook).
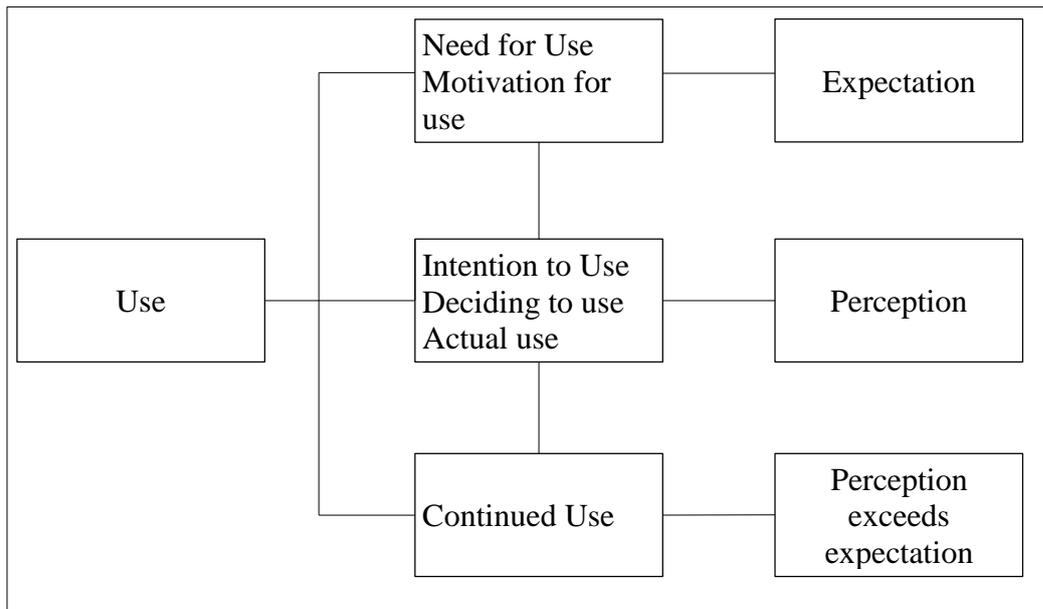
Figure 2.7 Categories of use

A user may form an expectation from Facebook, which results in intention to use and actual use, wherein the user forms perception about Facebook. If perceptions exceed expectations it may result in continued use of Facebook. It is not unusual to classify use on the theoretical basis as shown in Figure 2.7 since it is one of the bases of expectation confirmation theory from the consumer marketing literature and also the service quality literature (Bhattacherjee & Lin, 2014; Bhattacherjee, 2001; Oliver, 1980, 1981, 1993; Parasuraman, Zeithaml, & Berry, 1985). Pre- and post-usage stages have been conceptualised earlier and motivation to use stage incorporated in to use at different times to explain use (Davis, Bagozzi, & Warshaw, 1992; Nguyen, 2009; Venkatesh, Thong, Chan, Hu, & Brown, 2011; Venkatesh, Thong, & Xu, 2012; Venkatesh, 2000).

Using this broad classification of use, this section is further divided into three sections:

- ➢ Need or motivation for use, such as extrinsic motivation and hedonic motivation.
- ➢ Intention to use and actual use arising out of usefulness, relative advantage, information quality, Facebook media richness, ease of use, and conditions that facilitate use.
- ➢ Continued use of Facebook since it matches or exceeds the usefulness perception resulting in a habit of regular use.

The next three subsections examine the three facets of use as listed above in an attempt to identify reasons that may make an impact on social media adoption by microbusinesses.

2.2.1.1 The owner/manager may be extrinsically motivated to use social media.

The reason/need or motivation to use social media by microbusinesses may arise from the potential utility or value it will yield for their business. Thus such motivation is defined as extrinsic motivation (R. M. Ryan & Deci, 2000) in which the microbusiness owner is motivated because of the anticipated outcomes, in this case probably increased sales or customer intimacy. Extrinsic motivation has been found as a significant indicator of need to use a technology (Davis et al., 1992; Venkatesh et al., 2003), and hence it might play an equally significant role for microbusiness social media adoption. It is important to mention here the intrinsic or hedonic motivation (Venkatesh et al., 2012) which means "doing something because it is inherently interesting or enjoyable" (R. M. Ryan & Deci, 2000, p. 55) has not been considered in this research. It is quite possible that microbusiness owners may face intrinsic motivation to use social media but the focus of this research has been limited to extrinsic motivation.

For understanding the motivation to use social media, the literature was scanned for probable social media uses. The literature was found divided into two types: (a) business users and (b) personal individual users. Since microbusiness owners are individuals who might be using their personal networks for business purposes; the literature has been scanned and the results of this are presented in a tabulated format as shown in Table 2.28 and Table 2.29 on page 85.

Table 2.28 lists that the business uses of social media is based on academic literature, which investigated the various aspects of business use. It is necessary to mention that some literature does exist about the role of social media use in procurement (purchasing activity) of businesses but this was not mentioned here due to a small number of non-conclusive investigation. The most important uses are summarised as follows:

➢ Marketing is the most important use of social media. It includes all types of marketing activities, including marketing campaigns.

➢ Collaborative communication involving engagement is the second most important activity of social media use by businesses.

➢ Connecting with weak ties (such as persons beneficial for the business) is the third most used feature of social media by businesses.

➢ Finally, professionals seem to prefer to increase reputation through knowledge sharing.

Table 2.28 List of uses of social media in businesses

Use of social media (Facebook Twitter)	Authors
➢ Market research ➢ Branding, public relations and lead generation ➢ Promotion mix ➢ Growth and business value ➢ Social proof ➢ Electronic word of mouth	(Amblee & Bui, 2011; Baird & Parasnis, 2011; Berkman, 2013; Culnan, McHugh, & Zubillaga, 2010; Gallaugher & Ransbotham, 2010; J. L. Hopkins, 2012; Kaplan & Haenlein, 2010a; Kärkkäinen, Jussila, & Väisänen, 2010; Kidd, 2011; Kwok & Yu, 2012; I. Lee, 2011; Liu, Karahanna, & Watson, 2011; Mangold & Faulds, 2009; Olbrich & Holsing, 2011; Y. Zhang & Pennacchiotti, 2013)
➢ Viral marketing ➢ New product introduction ➢ Open source branding ➢ Engagement ➢ Long term competitive advantage	(Berkman, 2013; Fournier & Avery, 2011; Hanna, Rohm, & Crittenden, 2011; Kaplan & Haenlein, 2011, 2012; Kim & Ko, 2012; Malhotra, Malhotra, & See, 2013; Napolitano et al., 2013; Parent et al., 2011; Patterson, 2012; Sashi, 2012)
➢ Collaborative communication ➢ Collaboration ➢ Community building ➢ Directed connection with people ➢ Non reciprocal relationship	(Blake, Agarwal, Wigand, & Wood, 2010; Fernando, 2010; Fischer & Reuber, 2010; Günther, Krasnova, Riehle, & Schondienst, 2009; Kidd, 2011; Liang, Ho, Li, & Turban, 2011; Meyer & Dibbern, 2010; Muñiz & Schau, 2011; Riemer & Richter, 2010a, 2010b)
➢ Connect with weak ties (business)	(DiMicco et al., 2008; Papacharissi, 2009)
➢ Connecting with co-workers, career advancement and project campaigning ➢ Caring, climbing and campaigning	(DiMicco et al., 2008)
➢ Knowledge sharing – Reputation ➢ Knowledge storage – Data mining	(Blake et al., 2010; Günther et al., 2009; Kärkkäinen et al., 2010)
➢ Self-presentation tool ➢ Free broadcast platform for self ➢ Thought leaders	(Brzozowski et al., 2009; DiMicco et al., 2008; Kaplan & Haenlein, 2010a)
➢ Positioning towards focused group such as LinkedIn.	(P. Hopkins & Rees, 2007; Sinclaire & Vogus, 2011)
➢ Potential hires ➢ Leveraging the contact details of colleagues	(DiMicco et al., 2008; Kaplan & Haenlein, 2010a; Lockhart, 2013; Papacharissi, 2009; Skeels & Grudin, 2009; W. P. Smith & Kidder, 2010)

Table 2.29 List of uses of Facebook by individuals (personal use)

Use of social media Facebook (Individual)	Authors
➢ Connect with existing offline ties ➢ Connect old friends and family ➢ Bridging and bonding with immediate and existing ties ➢ Not for meeting with new people ➢ Connecting with weak ties (long lost friends)	(Boyd & Ellison, 2007; Ellison, Steinfield, & Lampe, 2007, 2011; Ganley & Lampe, 2009; Lampe, Ellison, & Steinfield, 2006; Lewis & West, 2009; Tosun, 2012)

As evident from Table 2.29, besides connecting with existing close ties, connecting with weak ties has been primarily the most sought after use of social media by individual personal users. It is noteworthy to mention that within its own perspective (business use and personal use) connecting with weak ties seems to be a common use for social media.

A 'tie' signifies interpersonal relationships, such as a 'connecting link' or a bond of kinship or affection (Free Merriam-Webster Dictionary, n.d.). The strength of a tie (strong, weak or absent) is determined on the level of interaction between two individuals wherein absent would mean negligible interaction, such as the 'nodding' relationship or the tie between "the vendor from whom one buys the…newspaper" (Granovetter, 1973, p. 1361). A stronger tie is characterised by larger time commitments through frequent interaction, ideally by persons who are similar in various ways (Granovetter, 1973). Hence connection with a weak tie on Facebook would signify establishing a relationship with a person with whom one would have less present interaction but would like to establish more interaction, hopefully through Facebook.

The reasons for technology use by microbusinesses and small and medium businesses are listed in Table 2.30.

Table 2.30 List of uses of technology by small and medium businesses

Use of technology by small and medium businesses (includes microbusinesses)	Authors
➢ Customer intimacy ➢ Improve customer relationship ➢ Low cost leadership ➢ Product differentiation ➢ Focus on niche markets ➢ Sales and marketing ➢ Wider geographic market	(Bharati & Chaudhury, 2006; Qiang, Clarke, & Halewood, 2006; Qureshil et al., 2009) – purely microbusinesses (Irvine & Anderson, 2008) (Levy, Powell, & Yetton, 2001) – small and medium businesses
➢ Enhance survival or growth ➢ Staying competitive ➢ Enhancing innovation ➢ Counteract external pressure ➢ Competitive advantage	(Irvine & Anderson, 2008; Kendall, Tung, Chua, Ng, & Tan, 2001; Nguyen, 2009; Poon & Jevons, 1997; Poon, 2000)
➢ Customer relationship management	(Harrigan et al., 2010; Harrigan, Ramsey, & Ibbotson, 2009, 2011; Peltier & Schibrowsky, 2009)
➢ Provide information ➢ Improve service quality ➢ Enhancing personal service	(Irvine & Anderson, 2008)
➢ Improvement in business performance	(S. M. Lee, Kim, Choi, & Lee, 2008)
➢ Overcoming challenges faced by globalisation	(Piscitello & Sgobbi, 2004)
➢ Web procurement	(Hernández-Ortega, Jiménez-Martínez, & Martín-DeHoyos, 2009)
➢ Internal transparency	(Street & Meister, 2004)

Despite differences in terminology, the literature evidence points towards three inter-related overarching concepts of use of technology by small businesses:

➢ Marketing, including all marketing activities

➢ Activities associated with survival

➢ Communication

Overall, it seems that technology use by small businesses is centred on all activities associated with gaining, maintaining and managing new customers. Connecting the use of technology by small and medium businesses (Table 2.30) with the use of social media technologies by businesses (Table 2.31) a conceptualisation about the reasons for use of social media for microbusinesses can be developed as follows:

➢ Marketing (campaigning) of services will be the primary reason of use of social media for microbusinesses.

➢ They may try to connect with weak ties (important persons) through social media for the betterment or advantage of their businesses.

> ➤ Professional microbusiness owners, such as homeopaths, may endeavour to establish and increase reputation by the use of social media. This may also apply for all businesses in the form of social proof of their product and services.

Using this conceptualisation that social media may be used by microbusinesses for marketing, connecting with weak ties and building a reputation, the sub-research questions (SRQ) are drafted as: SRQ3 What are the motivation factors for microbusiness owners who successfully adopt social media? The SRQ3 augments the second part of the research question: Why is social media adopted by microbusinesses?

2.2.1.2 Usefulness may determine intention and actual use of social media.

The microbusiness owner expects that social media may help him/her to market products, make connections with important ties and build a reputation. Usefulness of social media may be determined by its capability in meeting the expectation of the microbusiness owners. Cursory inspection shows that usefulness has been able to explain social media adoption in a variety of situations, such as non-profit (Curtis et al., 2010), education (Gruzd, Staves, & Wilk, 2012), public relations (Alikilic & Atabek, 2012), health (Hanson et al., 2011) and in businesses, as listed in Table 2.31.

Table 2.31 Literature that examines social media adoption in terms of usefulness, advantage and effort to use

Author	Main Findings/Constructs
(Günther et al., 2009)[1] (Mandal & McQueen, 2012)	Proposes new constructs such as of communication benefits (usefulness), codification effort, signal-to-noise ratio, time (effort to use) and privacy (advantage).
(Blake et al., 2010) (Chang, 2010)	Finds that relative advantage as the most significant indicator of adoption along with compatibility, complexity, trialablility and observability as possible moderators.

Note: * = This table provides a specific niche of the literature which focuses on using usefulness and relative advantage for examining social media adoption. Other literature review (Barnes & Böhringer, 2011) provide a comprehensive list of all other social media investigation.
1 = others = (Schoendienst, Krasnova, Guenther, & Riehle, 2011) (Meyer & Dibbern, 2010)

Prevalent technology adoption theories (Davis, 1989; Rogers & Shoemaker, 1971; Venkatesh et al., 2003) are extended to explain social media adoption, adding specific constructs, such as communication benefits, codification effort, signal-to-

noise ratio, time and privacy (Table 2.31). However, usefulness (which can compile all the new constructs) seems to be a dominant indicator of intention/actual use even by small businesses (Beckinsale, Levy, & Powell, 2006; Beckinsale, Monder, & Theodorakopoulos, 2010; Kendall et al., 2001; Mehrtens, Cragg, & Mills, 2001).

The literature seems to suggest that Facebook's capability of providing a rich interface over other communication mediums may provide it with additional advantage in terms of usefulness (Aasheim & Stensønes, 2011; Ahmed, 2012; Kaplan & Haenlein, 2010b; Mandal & McQueen, 2013; Shahkat, 2011). However, within the ambit of relative advantage, richness has been considered separately to examine how much it impacts usefulness. This is in line with the finding that communication with photos and videos seems to induce more 'likes' and comments (Kwok & Yu, 2012). Accordingly, using this additional construct of richness, usefulness of social media for microbusinesses is conceptualised as shown in Table 2.32. The usefulness is considered to comprise of four sub-concepts, such as relative advantage, fitness associated with viral marketing and advertising, richness in terms of communicating with photos and videos and finally communication in terms of improvement in interaction with the customers.

Table 2.32 Constructs considered significant under the actual use category

	Relative advantage	Effectiveness or ineffectiveness of the Facebook over other medium such as email marketing, radio and print advertisement.[2]
Usefulness[1]	Fitness	Capability of Facebook to meet the marketing demands.[3]
	Richness	Improve marketing capabilities by use of photos and videos
	Communication[4]	The quality of communication conducted through Facebook

Note:
1 = Degree to which a microbusiness owner feels that using Facebook will enhance business performance. Adapted from various sources to suit this research (Davis, 1989; Günther et al., 2009).
2 = Relative advantage is defined as the incremental benefit gained by the use of one innovation amongst its alternatives (Karahanna, Straub, & Chervany, 1999)
3 = It is concerned with functionality and requirement of Facebook along with experience/ability of the owner. (Dishaw & Strong, 1999; Goodhue, 1995; Khazanchi, 2005; Zigurs & Khazanchi, 2008). It has been widely used to explain technology adoption in small businesses (Kendall et al., 2001; Mehrtens et al., 2001).
4 = The term communication is used as an overlap with information. It means both the physical characteristics of information and also its capability to change the individuals understanding of reality (Daft & Macintosh, 1981). The access/quality theory considers information acquisition attributes to postulate that cost is associated with accessibility and the benefits are the quality of information obtained (Carlson & Davis, 1998). The access/quality theory assumes that information should possess features such as "relevancy, accuracy, reliability, and timeliness" (Zmud, Lind, & Young, 1990, p. 443) which are grouped as quality characteristics of the system.

It is conceptualised that a microbusiness owner will experience usefulness if social media will have advantages over other communication systems in use by the business. This advantage would be in terms of richness, fitness and the quality of communication. Ultimately, these advantages will help in meeting the reasons of adoption, such as marketing, reputation building and connecting with weak ties.

Following the footsteps of prevalent technology adoption theories (Davis, 1989; Venkatesh et al., 2003), usefulness maybe moderated by the effort required for using a technology along with facilitating condition and self-efficacy of the individual. The conceptualisations are listed in Table 2.33 and Table 2.34.

Table 2.33 Constructs considered significant under the effort to use category

	Ease[1] of use[4]	The degree to which microbusiness owner will believe that using Facebook would be free of effort[4].
Effort[2]	Accessibility characteristics[5]	Ease of access to Facebook (hardware and software requirements) along with reliability of receiver's access.
	Command language[5]	Regular effort of putting up interesting content for engaging customers[6].

Note:
1 = Ease is defined as the "freedom from difficulty or great effort" (Davis, 1989, p. 320).
2 = Effort is defined "as a finite resource that a" microbusiness owner "may allocate" for "various activities" (Davis, 1989, p. 320).
4 = Ease of use is defined as "the degree to which a person believes that using a particular system would be free of effort" (Davis, 1989, p. 320)
5 = The accessibility characteristics are described using attributes such as "convenient, dependable, easy to use, reliable, technique of use (command language) and experience in using the system" (Culnan, 1984, p. 146; Rice, Kraut, Cool, & Fish, 1994) to which variables such as "time" (Rice et al., 1994) devoted to use of the system and "receiver access" (Zmud et al., 1990, p. 444) can be added to obtain an inclusive description.
6 = The actual task of "putting information in to" Facebook "may cost time" along with the effort required for servicing Facebook on regular basis (Günther et al., 2009, p. 8).

Table 2.34 Facilitating conditions and self-efficacy considered significant for social media adoption

Facilitating conditions[1]	Degree to which conditions stimulated and invigorated use of social media. Such conditions could be the hype surrounding Facebook and it's free to use feature[2].
Self-Efficacy[3]	The strategies and attitudes of the microbusiness owner using Facebook[4].
	Judgement of the ability to perform effective sales and marketing activity

Note:
1 = Facilitating condition is defined as "the degree to which an individual believes that organisational and technical infrastructure exists to support use of the system" (Venkatesh et al., 2003, p. 453)
2 = Adoption of social media has a low entry barrier (Constantinides & Fountain, 2008) and can be trivially deployed for use (McKinsey Quarterly, 2007).
3 = Self-efficacy is defined as the "judgment of one's capability to use a computer. It is not concerned with what one has done in the past, but rather with judgments of what could be done in the future" (Compeau & Higgins, 1995, p. 192)
4 = "Social media adoption is less about the tools but rather the strategies and the attitudes of the people and the community driving it" (Fernando, 2010, p. 508)

It is conceptualised that the effort required will be controlled by ease of use, accessibility characteristics and the command language necessary for using social media. The hype about Facebook, attitude of the owner and its free to use feature allowing for trivial deployment will facilitate the adoption process (Constantinides & Fountain, 2008; Fernando, 2010; McKinsey Quarterly, 2007).

In summary, the conceptualisation can be listed as:

➢ Microbusiness owners will experience usefulness if Facebook has advantage over other communication systems in terms of richness, fitness and the quality of communication.

➢ Usefulness will be moderated by effort, facilitating condition and self-efficacy.

The conceptualisation attempts to provide answers to the second part of the central research question: Why is social media adopted by microbusinesses?

2.2.1.3 Satisfaction based on expectations may decide the continued use of social media.

This section lists the major developments and findings in the information system use continuance literature to identify an appropriate model to be used for this research. A rationale for selecting a mix of methods based on simplicity is decided. The main terms in the continued use literature are explained and social media continued use by microbusiness is conceptualised.

The development of the information system continued use literature is listed in Table 2.35 (next page). The continued use of technology is adapted from the marketing literature, which specifies consumer satisfaction is responsible for e-purchase decision. The satisfaction principle is associated with usefulness in the information system literature to establish that satisfaction in use of technology will result in continued use of technology. Others in the marketing domain have used the satisfaction principle to measure service quality but in simpler terms than the working principles of continued use in the information systems literature. The service quality is measured as the difference between expectation of service prior to receiving the service and perception of the service after receiving the service.

Table 2.35 The sequence of literature in information system continued use

Author	Main findings
(Oliver, 1980, 1981)	Establishes the relationship and measurement methods of expectation, disconfirmation, attitude and satisfaction to predict consumer purchase satisfaction.
(Parasuraman et al., 1985; Parasuraman, Zeithaml, & Berry, 1988)	Uses Oliver's method of expectation and satisfaction to build a measure of service quality. It simplifies the process by measuring expectation and perception and proposing that if perception exceeds expectation then the customer perceives that the business is delivering good quality.
(Bhattacherjee, 2001)	Uses the Oliver's model to develop information system continued use model by linking satisfaction to usefulness. It proposes a new construct based "confirmation" based on Oliver's construct of disconfirmation.
(Thong, Hong, & Tam, 2006)	Extends Bhattacherjee's model by relating satisfaction to enjoyment and ease of use.
(Bhattacherjee, Perols, & Sanford, 2008)	Extends the continued use model of information technology by self-efficacy and facilitating condition.
(Chea & Luo, 2008; Sørebø & Eikebrokk, 2008)	Finds satisfaction as a significant indicator of continued use
(Hong, Kim, & Lee, 2008)	Establishes habit as significant indicator of continued use.
(Petter, DeLone, & McLean, 2008)	Established importance of satisfaction through a meta-analytical review of ninety journal article.
(Venkatesh et al., 2008)	Establishes that expectation was a good indicator of information system use (continued use).
(Liao, Palvia, & Chen, 2009)	Proposes a new technology continuance theory which links attitude and satisfaction in to one single model of continuation of technology use.
(Ortiz de Guinea & Markus, 2009)	Reaffirms the role of expectation, satisfaction and attitude but establishes that habit and emotions are automatic triggers of continued information system use.
(Y. Lee & Kwon, 2011)	Finds that emotions such as intimacy and familiarity impact continuation.
(Venkatesh et al., 2011)	Reaffirms Oliver's and Bhattacherjee's model in information system context.
(Polites & Karahanna, 2013)	Establishes how habit is interwoven in task routines. Disruptive strategies are required to break old habits and develop new ones.
(Bhattacherjee & Lin, 2014)	Re-establishes Bhattacherjee's 2001 model with the addition of habit as an indicator of information system continuance usage.

If the perception exceeds expectation then the customer will experience satisfaction resulting in positive service quality. Satisfaction over several

transactions will eventually led to forming an attitude about the service quality of the business. The researcher proposes to use the service quality method of accessing satisfaction by comparing perception of the microbusiness owners against their expectation from social media (Figure 2.7 p. 82). It is expected that if the perception exceeds that of expectation the microbusiness owner will continue Facebook use. Table 2.35 also identifies several new constructs (habit, intimacy, familiarity) and relation of satisfaction to facilitating condition and self-efficacy. The terms are explained in Table 2.36.

Table 2.36 Definitions of the main terms in the information system continuation literature

Term	Meaning
Expectation	"a frame of reference about which one makes a comparative judgement" (Oliver, 1980, p. 460). Expectations have been framed in terms of extrinsic motivation of the microbusiness owner's use of social media for marketing, communication, connection and reputation (Section 2.2.1). This expectation is the reference point.
Disconfirmation	Any outcome "poorer than expected (a negative disconfirmation) will be rated below this reference point whereas those better than expected (a positive disconfirmation) are evaluated above this base" (Oliver, 1980, p. 460).
	Note: Disconfirmation has also been termed as 'confirmation' - the discrepancy between expectation and actual usefulness (Bhattacherjee, 2001)
Attitude	It is the "consumer's relatively enduring affective orientation for a product, store or process" (Oliver, 1981, p. 42)
Satisfaction	It is the "emotional reaction following a disconfirmation experience" (Oliver, 1981, p. 42)
	Satisfaction in case of social media would be the immediate impact of use of Facebook such as gain of new customer. Attitude (similar to self-efficacy) would be the global judgement about Facebook. Satisfaction would decay in to an overall attitude about Facebook use (Oliver, 1981).
Habit	"A well learned action sequence, originally intentional, that may be repeated as it was learned without conscious intention when triggered by environmental cues in a stable context" (Ortiz de Guinea & Markus, 2009, p. 437).

Since facilitating condition and self-efficacy has already been proposed to be determinants of intention to use and actual use it is not considered in the continued use stage (post use). Moreover, intimacy and familiarity are not considered significant in light of the extensive adoption process and training methods accorded to the participants as detailed in the earlier section.

Habit has been found to be an important construct in the continued use of technology by several authors (Table 2.35), and hence considered along with satisfaction, attitude and expectation, and disconfirmation. Habit, perceived usefulness and satisfaction have been found useful to explain social media continued use (Twitter) (Barnes & Böhringer, 2011). More recently, habit has also been found to be a prevalent indicator for uptake of consumer based technologies (such as Facebook) by individuals (Venkatesh et al., 2012). Using the definitions of the terms from the Table 2.36 and the principles explained earlier, Facebook continued use by microbusiness owners is conceptualised as follows:

> ➤ The microbusiness owner, based on his/her expectation, will form an intention to use and actually use Facebook.

> ➤ This will result in perception about Facebook, which could either be a negative or positive disconfirmation. If the perception is positive, it means that Facebook exceeds his/her expectation, and it may result in short-term satisfaction.

> ➤ Multiple positive and negative disconfirmations (perceptions) will result in the formation of an attitude about social media. If the positives exceed the negatives then the microbusiness owner will form a positive attitude towards Facebook that may result in continued use of Facebook resulting in a 'habit'.

In short, if the perceptions about actual use exceed expectation it will result in continued use of Facebook. This conceptualisation addresses the central research question, Why is social media adopted by microbusinesses, by examining the phase of incorporation to answer an augmented question, why do microbusiness owners continue using social media?

2.2.2 Microbusiness owner characteristics and personality in social media adoption.

Two inter-related traits of the business owner, such as personality and characteristics, have been identified to impact technology adoption (Devaraj, Easley, & Crant, 2008; Thong, 1999). This section is divided into two parts. In the first part, the literature focuses on owner characteristics and in the second part, the literature focuses on personality. They are examined to establish a need for identifying and measuring characteristics and personality which may impact Facebook adoption.

2.2.2.1 Characteristics of microbusiness owner which may assist in Facebook adoption.

The owner characteristic literature is divided into two parts:

> ➢ Identification of the characteristics, which would be important for Facebook adoption. First, characteristics important for technology adoption are identified. Second, characteristics of advanced social media users are identified. Finally, a correlation is conceptualised between them.
>
> ➢ Measurement techniques that can be used to measure owner characteristics.

Owner characteristics have been identified as one of the most important constructs for technology adoption in small and medium businesses. The corresponding literature that examines owner characteristics is shown in Table 2.37.

Table 2.37 Literature on role of owner characteristics in small and medium businesses

Author	Findings
(Thong, 1999)	Owner's characteristics of innovativeness is associated positively with technology adoption
(Nguyen, 2009)	Owners innovation skills contributes to the likely hood of technology adoption
(Qureshil et al., 2009)	Technical ability of the owner was identified as the primary requirement in successfully leveraging the technology
(Brown et al., 2010)	Experience and Self-efficacy was found to influence technology adoption.
(Greenbank, 2001)	Owners consider themselves as artisans
(Reijonen & Komppula, 2007; Reijonen, Laukkanen, Komppula, & Tuominen, 2012; Reijonen, 2008)	Owners age, competence, education, attitudes and motives are found to be indicators of performance
(Fuller-Love, 2006)	Owners family background, education and aspirations
(Schmidt & Kolodinsky, 2007)	Owners self-esteem, self-worth and positive attitude towards change
(Honig, 1998)	Education and informal networks

The first three findings from Table 2.37 indicate the importance of innovativeness as the sole determinant characteristics of a small business owner for technology adoption. The other characteristics, such as age, education, competence, background, self-esteem and positive attitude towards change, are findings from

successful small business owners and may play a moderating role in social media adoption.

The characteristics of social media users are identified as socialisers and debaters who probably have a low level of education. Corresponding literature that examines social media user characteristics are listed in Table 2.38

Table 2.38 Literature on characteristics on social media user

Author	Findings
(Brandtzæg, 2010)	Social media users have been characterised as socialisers[1], debaters[2] and advanced users[3] who have high variety and frequency of use.
(Brandtzæg, 2012)	Socialisers have higher (social capital) use than debaters and advanced users.
(van Deursen & van Dijk, 2013)	People with low level of education use social media (internet) more than more qualified ones.
(Chou, Hunt, Beckjord, Moser, & Hesse, 2009)	Younger age was a significant characteristic of social media use. Younger health and poor health showed participation in groups. No impact of education was observed.

Note:
1 = Socialiser is defined as people who use social media for interaction with family and friends
2 = Debater's are people who use social media for discussion and connecting with people working towards a common cause
3 = Advanced users use social media for socialising, debating and contributing with a high frequency and variety of social media platforms.

Age and education appear to be a variable in both cases, it is considered a valid variable in the conceptualisation of a characteristic of microbusiness owners. Age in both case (microbusiness owner adopting technology and social media user) seems to be showing a tendency towards the younger the better. Whereas high education may have a positive impact on technology adoption but from a social media user point of view, lesser education seems to be better. Another aspect which needs to be considered is that not all owners will be motivated towards adopting new information systems since some are entrepreneurs ("relentless in pursuit of opportunities") and others who "pursue personal goals" prefer stability over growth (Chell & Baines, 2000, p. 198).

Accordingly, the characteristics of a successful microbusiness owner are conceptualised as:

➢ Innovativeness of microbusiness owner will impact social media adoption.

➢ Owners who have a tendency to socialise and debate will have higher possibility of success than others.

➢ Professionals who have a higher education level may have lower levels of social media use.

➢ Younger owners may out-perform older owners in social media use.

Following this conceptualisation, the research question can be drafted as SRQ4: What are the requisite traits of a successful social media microbusiness owner? SRQ4 augments the central research questions: Why is social media adopted by microbusinesses?

The conceptualisation requires measures to be defined for an effective understanding of the characteristics. Innovativeness is measured using two instruments as explained in Table 2.39.

Table 2.39 List and description of instruments that can be used to measure innovativeness

Author	Description of Instrument
(Kirton, 1976)	An instrument to locate individuals on a continuum of adaptiveness-innovativeness. It is based on the principle that some owners will characteristically adapt while other innovate. Adaptors are characterised by precision, methodicalness, discipline, reliability, efficiency, prudence, and conformity. Innovators are characterised by undisciplined, thinking tangentially, more concerned with finding problems and approaching task from various angles. Adaptors at one extreme of the continuum strive to 'do things better' and innovators on the other strive to 'do things differently'. Individuals normally tend towards being adaptors or innovators and the extremes are simply theoretical end-points. Hence a business owner may be inclined towards being adaptor or innovators but never can be fully termed as adaptor or innovator.
(Parasuraman, 2000)	Technology readiness index is an instrument to measure people's readiness to use technology based system. It comprises of four components optimism and innovativeness which are drivers of technology readiness and insecurity and discomfort are inhibitors. (The technology readiness index is copyrighted by the author. Suitable permission has been obtained for its use).

Both the instruments measure innovativeness and is considered suitable without any contextual changes because of social media or microbusiness. Other characteristics, such as age and education, can be directly observed while socialiser and debater characteristics can be observed through Facebook use of the microbusiness owner.

2.2.2.2 Personality of the microbusiness owner which may assist Facebook adoption.

The literature review first explains the two models of the personality measurement system (big five personality markers and Eysenck personality inventory) from psychology that has been used to predict the relationship between technology use and personality (Devaraj et al., 2008; Tosun & Lajunen, 2010). Next, the literature on personality and Facebook use is evaluated to find a specific relation between Facebook user and personality. Using the findings from this review (and evaluating it in the microbusiness context), the personality of a microbusiness owner, which may assist Facebook adoption, is conceptualised. Table 2.40 briefly explains the Eysenck model and the big five-factor model for measuring personality.

Table 2.40 Brief explanation of the Eysenck and big five personality models

Authors	Explanation of the measurement system
(Chapman, Weiss, Barrett, & Duberstein, 2013; Eysenck & Eysenck, 1963, 1975; Velicer & Stevenson, 1978)	The Eysenck personality inventory measures the personality dimensions of extraversion and neuroticism. Extraversion which is opposed to introversion refers to outgoing, uninhibited, impulsive and social able inclinations of a person. Neuroticism indicates a person's emotional over-responsiveness and capability to neurotic break down when exposed to stress. The two dimensions have been empirically proved to independent. The two conceptually orthogonal dimensions yield the classical Greek quadrants of phlegmatic, sanguine, choleric and melancholic personality types.
(Goldberg, 1990, 1992, 1993, 2006; Goldberg et al., 2006)	The big five factor model extends the Eysenck measures by including three more measures such as agreeableness, conscientiousness and Intellect/Imagination or openness to experience. The International personality item pool is an open source non-proprietary big five factory model and is used in this research for examining the personality of microbusiness owners. For better understanding of the factors and their constituents they have been listed in a separate Table 2.41.

The intention to use both models stems from their similarity and the observation that may be besides extraversion and neuroticism, agreeableness, conscientiousness and Intellect/Imagination or openness to experience may be able to explain the personality of a Facebook user with greater precision (Ajzen & Fishbein, 1980).

The five factors of personality and their constituent descriptions are listed in Table 2.41.

Table 2.41 Personality description of the Eysenck and big five-factor model

Extraversion Introversion	Emotional Stability Neuroticism	Agreeableness (Pleasantness)	Conscientiousness (Dependability)	Intellect/Imagination openness to experience
silent-talkative	emotional-unemotional	cold-warm	disorganized-organized	unintelligent-intelligent
timid-bold	envious-unenvious	unkind-kind	undependable-dependable	imperceptive-perceptive
compliant-assertive	nervous-relaxed	uncooperative-cooperative	unconscientious-conscientious	uninquisitive-curious
inhibited-spontaneous	subjective-objective	selfish-unselfish	impractical-practical	unimaginative-imaginative
passive-active	high-strung-imperturbable	rude-polite	careless-thorough	uncreative-creative
reserved-demonstrative	demanding-undemanding	distrustful-trustful	extravagant-thrifty	unsophisticated-sophisticated
lethargic-energetic	fretful-placid	stingy-generous	rash-cautious	ignorant-knowledgeable
apathetic-enthusiastic	volatile-peaceful	stubborn-flexible	frivolous-serious	unintellectual-intellectual
unadventurous-adventurous	suggestible-independent	inconsiderate-considerate	wasteful-economical	shallow-deep
unsociable-sociable	fearful-uninhibited	quarrelsome-agreeable	unreliable-reliable	provincial-cultured

They have been provided for the purpose of not only understanding the terms extraversion, neuroticism, agreeableness, conscientiousness and openness to experience, but also with the objective that certain words could be used for better describing the personality of a microbusiness owner who could effectively use Facebook. In other words, microbusiness owners when trying to use social media could seek some of their family and friends who may have the desired qualities

that may be required for effective Facebook use. This is not unusual as the personality test has been used to match task requirements to personality requirements for selection of staff for performing that task (Eysenck & Eysenck, 1975).

The individual differences of personality may make an impact on the technology adoption, particularly Facebook adoption since numerous studies investigate this possibility. Table 2.42 lists the authors and their findings related to Facebook adoption and personality.

Table 2.42 List and summary of findings that use individual personality to examine social media adoption

Author	Findings
(Devaraj et al., 2008)	Establishes the role of individual differences of personality in technology adoption. It establishes that individuals with higher dependability (conscientiousness) will have greater intention to use technology if it is perceived useful. People with higher neurotic tendencies (emotionally unstable) will have a negative attitude about usefulness of technology. Individuals with intellect/imagination or open to experience will have a positive attitude toward usefulness and technology adoption. People with agreeableness tendencies will have positive beliefs about usefulness and hence tend to use technology.
(T. Ryan & Xenos, 2011)	Facebook users tend to be more extroverted, but less conscientious. (uses multiple scales)
(K. Moore & McElroy, 2012)	Extroverted people have more Facebook friends but that does not mean that they interact with them more than introverts do. People with the personality type of agreeableness seemed to have a larger frequency of Facebook use. Dependable people may or may not spend time using Facebook. Similarly, there was no relation between emotional stability and openness and use.
(Correa, Hinsley, & de Zúñiga, 2010)	It reports that users with personality type of extroversion and openness to experiences have greater use of social media. It finds that higher emotional stability inhibits social media use.
(Hughes, Rowe, Batey, & Lee, 2011)	Facebook users are high on neuroticism (low emotional stability) but they are not necessarily extroverts, dependable or open to experience.
(Ross et al., 2009)	Finds that the personality factors were not as influential in predicting Facebook use as expected.

However, the findings in themselves are contradictory and do not illuminate our understanding of the relation between personality and technology adoption. Some agreement can be found that Facebook users are extroverts with low emotional stability (the type of use is personal use). This is in complete contradiction to the

personality of people who use technology at work as they are normally dependable and less neurotic. Overall, in both cases, openness to the experience is a common personality type which seems to impact Facebook use. However, this personality type may not so suitable in this research since the participants are microbusinesses who by nature have that tendency and hence venture out to take risks rather than have the luxury of a fixed salary income (Chell & Baines, 2000). With respect to extroverts, microbusiness owners themselves deal with their customers and perform the marketing activity so if they were introverts they would not have managed to perform this function. They cannot afford to be nervous and normally portray a sense of confidence about their products and services, which will induce customers to buy from them.

The discussion leads to the conceptualisation that:

➢ Microbusiness owners may have a Facebook personality (extrovert) and once installed and perceived useful they will have no problem using it.

➢ They may be able to display their dependability, emotional stability and agreeableness which could induce greater confidence of the customer in their business.

➢ Overall, microbusiness owners who have a tendency towards being extrovert, dependable, agreeable and emotionally stable may have greater success at Facebook.

Using the conceptualisation about the characteristics and personality of a microbusiness owner, the sub-research question (SRQ) is drafted as SRQ4: What are the requisite traits of a successful social media microbusiness owner? SRQ4 augments the second part of the central research question: Why is social media adopted by microbusinesses?

2.2.3 Challenges faced by the microbusiness owner in using social media.

The challenges for using social media are lack of knowledge, capabilities and privacy concerns. Surveys and research (Günther et al., 2009; Kärkkäinen et al., 2010; McKinsey Quarterly, 2007) have found that the working population do not use social media in the work context. The challenges for them to use social media are:

> ➤ Lack of knowledge of the possibilities of social media innovation.
> ➤ Difficulties in calculating return on investment of time.
> ➤ Problems in adopting new mental models and practices required for adoption.
> ➤ Lack of proof of application by businesses.
> ➤ Privacy concerns.
> ➤ Frequent changes in interface and automatic updates.

The challenges faced by microbusinesses in technology adoption situations and the possible social media implications are summarised in the Table 2.43

Table 2.43 Conceptualised challenges microbusinesses may encounter during Facebook adoption

Challenges faced by microbusiness	Conceptual - Facebook implication
Attitude related challenges	
Level of engagement	➤ Attitude related challenges may be over come through training and addressing concerns.
Just do it for me	
Resistance to technology	➤ Trust and confidence would certainly be issues for Facebook adoption
Lack of personal incentive	
Symbolic value of technology	➤ Symbolic value of Facebook maybe quite high due to significant exposure of general public.
Lack of awareness	
Lack of confidence	➤ Exposure maybe the reason for negligible resistance to Facebook.
Lack of trust	
Context related challenges	➤ Culture would impact Facebook use especially the extend of advertising
Culture based reasons	
Mismatch of technology	➤ Facebook may not be suitable for the business
Operational challenges	➤ New procedures / mental modes maybe required for using social media
Poor procedures	
Support	➤ Facebook use may not require extensive support
Capability related challenges	➤ Microbusinesses may face capability related challenges during Facebook adoption
Inadequate skills	
Poor trouble shooting skills	➤ Such challenges can be overcome by training.
Inadequate technology development	➤ Lack of knowledge and skills maybe the dominant challenge
Lack of technology planning	➤ Technology planning and development may not be necessary for Facebook implementation.
Lack of knowledge	

Table 2.43 Conceptualised challenges microbusinesses may encounter during Facebook adoption (continued)

Resource challenge	➢ Facebook require allocation of time and this may be the most important challenge for microbusiness
Lack of money	
Lack of time	➢ Frequent updates may cause confusion due to lack of information
Lack of information	
	➢ Return on investment of time would be difficult to be justified for Facebook.
Access challenges	➢ Access challenges may limit Facebook adoption.
Inadequate hardware and software	
	➢ Poor broadband connections may render Facebook use almost impossible
Poor infrastructure	

Source: (Nguyen, 2009; Wolcott et al., 2008)

Challenges faced by microbusinesses during adoption of information systems is related to limited resources and capabilities of the owner (Wolcott et al., 2008). Other challenges are affordability, awareness about technology and infrastructure, and interventions by private/government sectors (Qureshil et al., 2009). Awareness may be big problem since most business owners are not aware of information system technologies which they can use to increase their competiveness and business performance (Qureshil et al., 2009).

The implications for Facebook from all the challenges listed above seem to suggest the following conceptual challenges may plague the microbusiness for social media adoption:

➢ Context related challenge such as not suitable for a business may limit Facebook use.

➢ Maintaining a mental mode for Facebook would be difficult for most owners.

➢ Lack of knowledge and skill could be overcome by training.

➢ Return on investment of time would be difficult to justify for Facebook.

➢ Access challenges will have an impact on Facebook adoption.

Briefly, most challenges can be overcome by training, but justification for investment of time and access challenges will continue to plague microbusinesses unless they take proactive steps to resolve them. The conceptualised challenges of Facebook adoption result in drafting of the sub-research questions (SRQ). SRQ5: What are the challenges that may hinder social media adoption? SRQ5 augments

the central research question: Why is social media adopted by microbusinesses? Or rather, why may it not be adopted or dropped after adoption?

2.3 Organisation Factors that Impact Social Media Acceptance, Use and Incorporation

This section examines the organisation specific reasons for social media acceptance, use and incorporation by microbusinesses. Organisational factors or characteristics, such as type and size of the organisation, its customer relationships and work activities, are contingent to innovation adoption (social media) (Berry, 2002; Damanpour, 1988, 1991; Nguyen, 2009; Raymond, 1985; Thong, 1999). At the outset, it is necessary to mention that empirical and conceptual research relating the three organisational factors to microbusiness and social media are not available. Wherever possible, contextual additions are made to the literature based on the existing knowledge about Facebook and microbusinesses to develop workable propositions. Moreover, as microbusinesses are service-oriented in the developed world, the differences between services (services to pure services) are considered in the type of organisation category. Next, the impact of social media on the relationship marketing capabilities of the microbusiness owner is examined. Finally, the relationship between organisational activity and social media activity is examined.

2.3.1 Types of service microbusinesses and differences in social media uptake.

Type of organisation, such as differences between service and manufacturing business, has been found to impact innovation adoption (Damanpour, 1991). Studies have identified the difference between various types of individual social media users (Bolton et al., 2013; Brandtzæg, 2010) but not the relation between social media use and type of organisation. Organisation typologies have been formed on strategic levels, such as defender, prospectors, analyser and reactors (R. E. Miles, Snow, Meyer, & Coleman, 1978); grand typologies such as the beneficiary approach, control and power approach; midrange approaches such as technology approach, environmental approach (Mills & Margulies, 1980); or innovation generating and innovation adopting approach (Damanpour & Daniel Wischnevsky, 2006) and are used to classify and understand organisation. Process oriented commonly used approaches, such as size (Raymond, 1985; Thong, 1999)

or service and manufacturing (Damanpour et al., 2009; Damanpour, 1991), are used by trade bodies and regulatory authorities. Innovation adoption in manufacturing business is well studied in comparison to services (Damanpour et al., 2009). As this investigation is based on microbusinesses, which are normally services in the developed world, it becomes necessary to identify the classification between service businesses.

The definition of service business is debatable (Spohrer, Maglio, Bailey, & Gruhl, 2007) and sometimes facetiously referred to as "anything…that cannot be dropped on your foot" (Burrows & Curran, 1989, p. 532). Similarly, a typology of service business is equally problematic and usually uses the various distinguishing features of services (which differentiate it from manufacturing) as listed in Table 2.44.

Table 2.44 A list of distinguishing feature of services

Distinguishing features of service
➢ Output of service is intangible in nature
➢ No accumulation of inventory – perishable
➢ Direct face-to-face interface
➢ Closeness to the customer
➢ Heterogeneity – dependence on labour
➢ Inseparability – simultaneity of production and consumption

Source: (Levitt, 1980; Mills & Margulies, 1980; Rathmell, 1974; Rust & Chung, 2006; Shostack, 1977)

The features that distinguish services from manufacturing have been used to propose several typologies and matrices as listed in Table 2.45.

Table 2.45 Typology and classification of service businesses

Author	Typology/classification
(Kotler & Levy, 1969; Levitt, 1980; Lovelock, 1983; Rathmell, 1974; Shostack, 1977)	➢ Transaction is exchange of value
	➢ No pure goods and services – offering are bundle of goods and services
	➢ Degree of intangibility and tangibility – a continuum
	➢ Tangible and intangible actions directed at peoples body or mind
	➢ Presence - physical, mental or both
	➢ Tangible and intangible actions directed at things
	➢ Goods - physical possession and intangible assets

Continued

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Table 2.45 Typology and classification of service businesses (continued)

(Mills & Margulies, 1980)	➢ Personal interface between the customer and the businesses
	➢ Three types – maintenance, task and personal interactive
	➢ Maintenance interactive – cosmetic and continuous interaction
	➢ Task interactive – concentrated interaction – problem solving
	➢ Personal interactive – Solving personal nature of problems
	➢ Seven interface variables – Information, decision, time, problem awareness, transferability, power, attachment
(Chase & Tansik, 1983; Mersha, 1990)	➢ Contact – duration of customer's presence
	➢ Degree of customer contact
	➢ A continuum ranging from high to low contact
	➢ Pure services, mixed services and quasi manufacturing
	➢ Active contact – requires interaction and hence customisation
	➢ Passive contact – less interaction e.g. bus travel
(Lovelock, 1983)	➢ Relationships with customers - Membership relationship or no formal relationship
	➢ Nature of service delivery – continuous or discrete transactions
	➢ Exercise of judgement in meeting customer needs
	➢ Degree to which service is customised
	➢ Nature of demand – fluctuations and peak demand
	➢ Method of service delivery – Shop, customer premises, online
(Schmenner, 1986)	➢ Labour intensity – ratio of labour cost to equipment cost
	➢ Degree to which customer interacts with the service process
	➢ Degree to which the service is customised for the customer
	➢ Four types – Shown in Figure 2.8.
(Silvestro, Fitzgerald, Johnston, & Voss, 1992)	➢ Analogous to production process model in manufacturing
	➢ Unifies all above models and adds number of customers processed each day
	➢ Three types – Shown in Figure 2.9.

The first three types are based on intangibility, interactivity, and customer contact. The last three types are hybrids using matrices to explain the relationship between the characteristics.

The service process matrix (see Figure 2.8 p. 107) is the most dominant typology, often compared to the product process matrix of manufacturing (Hayes & Wheelwright, 1984). It classifies services based on labour intensity and degree of interaction and customisation in professional service, mass service, service factory and service shop.

		Degree of interaction and customisation	
		Low	High
Degree of labour intensity	Low	**Service factory** ➢ Airlines ➢ Trucking ➢ Hotels ➢ Resorts	**Service shops** ➢ Hospitals ➢ Auto repairs ➢ Other repair services
	High	**Mass Service** ➢ Retailing ➢ Wholesaling ➢ Schools ➢ Retails aspects of commercial banking	**Professional service** ➢ Doctors ➢ Lawyers ➢ Accountants ➢ Architects

Figure 2.8 The Schmenner's service process matrix
Note: Adapted (Schmenner, 1986)

The final typology connects the service process matrix with volume of customer (Figure 2.9 p. 108) handled by business with judgement, contact time, customisation and intangibility in three types, namely, professional service, mass service and an in between type of service shop.
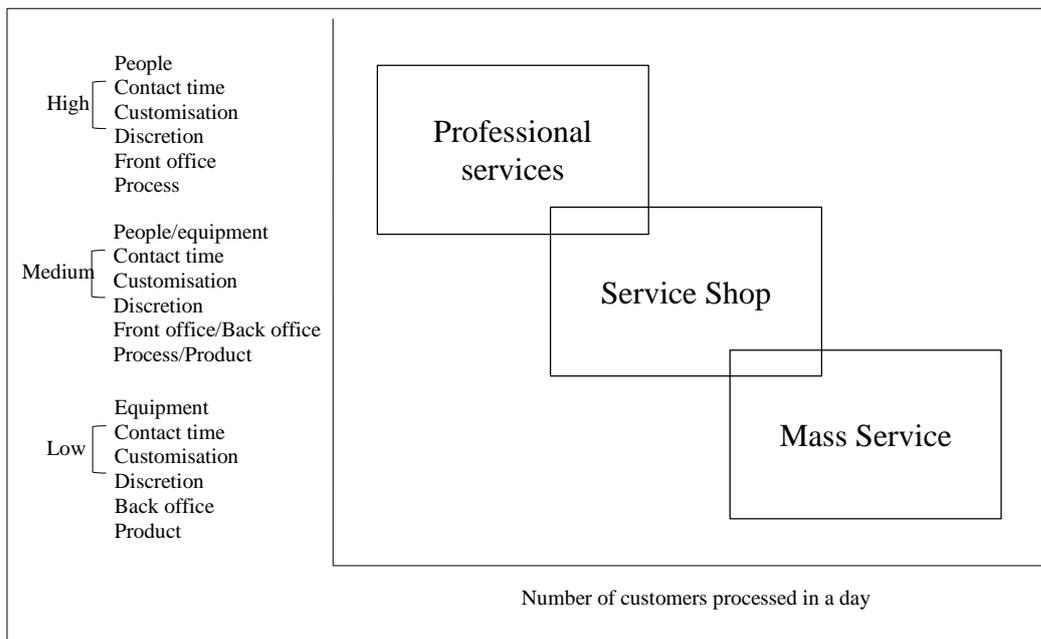
Figure 2.9 The volume based typology of service businesses
Note: Adapted (Silvestro et al., 1992)

The service factory from the Schmenner's service process matrix (Figure 2.8) has been dropped in the volume based typology of service businesses (Figure 2.9) on account of its use to describe service oriented manufacturing and also manufactured products as a bundle of tangible and intangible components (Chase & Erikson, 1988; Levitt, 1980; Shostack, 1977; Silvestro et al., 1992).

A conceptualisation from the microbusiness context is necessary for the following reasons:

> ➢ Microbusinesses cannot be classified in terms of service factory (airlines/trucking) or mass service (airport).
>
> ➢ Equipment cost will always be lower than labour cost (even for chiropractors or dentists) such that labour intensity may not be a valid method of classification for microbusinesses.

Further, the above points are about the disagreement with the typologies in the microbusiness context. There are points in agreement with the typologies but with the following contingency as listed below:

➤ Almost no microbusinesses will be pure services. For example, a yoga trainer has an add-on service such as selling yoga mats, a dance trainer sells costumes, a hypnotherapist sells soothing music DVDs, and chiropractors sell pain relieving tools and creams. Every microbusiness will be on a continuum of higher intangibility to lower intangibility.

➤ All microbusinesses (besides pure online businesses) are inherently personally interactive in nature. In that sense, the definitions of mechanical and task oriented interactions can be suitably modified so that the finer nuances can be used to classify personally interactive at the extreme, such as chiropractors; mechanically interactive, such as small retailers of speciality goods; and in between task oriented interaction, such as hairdressers or travel services.

➤ Degree of judgement, customisation and contact time will be equally valid in the microbusiness context.

Conceptualising the impact of Facebook on the type of service microbusiness:

➤ Facebook will help businesses with lower intangibility to increase sales. Businesses with higher intangibility will use it to counteract the abstractness and educate their customers. Overall, it is expected that businesses with lower intangibility will have more utility of Facebook.

➤ Facebook will help businesses with cosmetic and continuous interaction — the mechanical interactive type to market their products over the other interactive types.

➤ Facebook will be sparingly useful (not resulting in direct sales) for businesses with a high degree of judgement, customisation and contact time.

➤ Service shops will have greater success with Facebook than professional services.

➤ Classifying service businesses is a useful indicator and predictor of social media success.

Based on this conceptualisation, the sub-research question (SRQ) is drafted as SRQ6: How does type of business influence the social media adoption success? SRQ6 augments the central research question: Why is social media adopted by microbusinesses?

2.3.2 Significance of social media in relationship marketing.

The core concepts of relationship marketing are service quality and trust (Berry, 2002). The purpose of this review is to examine whether use of Facebook can make an impact on the core concept in a way to increase trust or service quality of microbusinesses. Trust is said to exist when the customer has confidence in the reliability and integrity of the business (Morgan & Hunt, 1994). Service quality is perceived as comparison of expectations with performance (Parasuraman et al., 1985). It is necessary to point out the difference between relationship marketing (Bendapudi & Berry, 1997; Berry, 1983, 1995, 2002; Gronroos, 1990) and customer relationship management (since they have been used interchangeably in the literature), but the latter owes its theoretical basis to relationship marketing (Reinartz, Krafft, & Hoyer, 2004). Customer relationship management "is often used to describe technology-based customer solutions such as sales force automation" (Payne & Frow, 2005, p. 167). Of late, the terms "social customer relationship management" and "community relationship management" have been used to describe the influence of social media on the processes of customer relationship management, but this is not the focus of this review (Ang, 2011; Baird & Parasnis, 2011).

Relationship marketing is about maintaining, enhancing and cementing customer relationships (Berry, 1983). The core concepts of service quality and trust revolve around five auxiliary concepts as listed in Table 2.46 and examined against the microbusiness and social media context. As explained in Table 2.46, the auxiliary concepts of relationship pricing and internal marketing may be impacted by social media. In the same way, the core categories of service quality and trust may not be very relevant for microbusinesses; because of their close relationship with customers, they must nurture trust and constant feedback, which would mean a high level of service quality in terms of assessing perceptions and meeting expectations. However, the impact of social media (Facebook) on relationship pricing, internal marketing, service quality and trust has never been examined although some attempts have been made in conceptualising this for interactive services and individual use (Berry et al., 2010; Bolton et al., 2013).

Table 2.46 Auxiliary concepts in relationship marketing and its applicability to microbusinesses

Auxiliary concepts	Applicability to microbusinesses
➢ Core service	Microbusinesses are designed to offer a core service (unlike large businesses). Examples of such businesses could be Dentist, Florist and Homeopath. Separate definitions are not required for microbusinesses and hence social media impact is not considered.
➢ Customising the relationship	Services from microbusiness are up and personal. Most owners will know their customers by first name. Relationship customisation is a natural feature of microbusinesses
➢ Service augmentation	Add on services are normally provided by microbusinesses wherever possible. No significant impact is expected from introduction of social media.
➢ Relationship pricing	This is practiced by microbusinesses by giving preferential treatment and pricing to benevolent regular customers. Certain changes can be expected here as owners may want to reward customers who recommend or promote the business on social media.
➢ Internal marketing	The service encounter or the moment of truth (Gronroos, 1990) is mostly performed by the owner. Family and friends perform this important function by spreading the word of mouth. This role is expected to be continued on social media. Could be related to relationship pricing.

Social media may alter customers' perceptions and expectations from the businesses and increase or decrease trust. This may be due to customers' interaction with other customers of the business or from adverse or positive remarks by other customers. To evaluate this change in customers' perception and level of trust, service quality needs to be gauged (of the microbusiness) after use of social media for a reasonable period. On the other hand, the owners' perception about interaction with their customers may change and they might find innovative ways to improve service quality and trust by educating and giving practical advice to their customers, undertaking social activity and partaking in local community building.

Service quality can be measured by using an established instrument SERVQUAL (Parasuraman et al., 1985, 1988). The framework, with explanations and applicability to the context of social media and microbusiness, is shown in Table 2.47. The framework and the actual instrument have been suitably modified to suit the context of social media and Facebook.

Table 2.47 Impact of social media on the service quality determinants in the context of microbusinesses

Service quality determinants	Explanation/Sub-elements	Microbusiness context
Reliability	➢ Ability to perform the promised service dependably and accurately ➢ Service right the first time ➢ Honours its promises ➢ Keeps records correctly ➢ Performs service at the designated time	Microbusinesses are extremely reliable.
Assurance	➢ Knowledge and courtesy of employees and their ability to inspire trust and confidence	Facebook may impact Assurance
Competence	➢ Possession of the required skills and knowledge to perform the service	
Courtesy	➢ Politeness, respect, consideration, and friendliness	
Communication	➢ Listening hearing language ➢ Explaining the service ➢ Trade-offs between cost and service	
Credibility	➢ Trustworthiness, believability and honesty ➢ Customers best interest at heart ➢ Reputation ➢ Personal characteristics of the contact personnel ➢ Degree of hard sell involved in interactions with the customer	
Security	➢ Freedom from danger, risk, or doubt ➢ Confidentiality	
Responsiveness	➢ Willingness or readiness to provide service - timeliness of service ➢ mailing a transaction slip immediately ➢ calling the customer back quickly ➢ setting up appointments quickly	Responsiveness is a natural feature of microbusinesses
Tangibles	➢ Physical evidence of the service ➢ Appearance of personnel ➢ Tools or equipment used to provide the service ➢ Physical representations of the service	Could change to online tangibility such as appearance of website
Empathy	➢ Caring and individualized attention towards customers	Empathy is a strong point of microbusinesses.
Understanding / knowing the customer	➢ Making the effort to understand the customer's needs. ➢ Learning the customer's specific requirements ➢ Providing individualized attention ➢ Recognizing the regular customer	
Access	➢ Approachability and ease of contact ➢ Easily accessible by telephone (lines are not busy and they don't put you on hold) ➢ Waiting time to receive service ➢ Convenient hours of operation	

Source: (Parasuraman et al., 1985, 1988)

As explained in Table 2.47, the impact of Facebook is expected in the assurance and tangibles determinants of service quality. In the assurance determinant, Facebook may positively make an impact on the competence and communication capability of the owners and may result in increased credibility and a sense of security, thus elevating trust.

Overall, it is proposed that Facebook may have a significant positive impact on relationship marketing. The proposed antecedents and consequences are as follows:

> ➢ Relationship pricing – New relations may be formed, as owners may want to reward customers who recommend and promote their business.
> ➢ Internal marketing – Family and friends may form this group who promote the business through their networks on Facebook.
> ➢ Assurance – Facebook may positively impact the assurance determinant of quality thereby increasing service quality and trust.
> ➢ Tangibles – Could be termed as online tangible which may alter website appearance through social plugins.

Based on this conceptualisation, the sub-research question (SRQ) is drafted as SRQ7: What is the significance of existing customer relationship practices on social media adoption? SRQ7 augments the central research question: Why is social media adopted by microbusinesses?

2.3.3 Activities required for successful social media adoption.

The purpose of this section is to identify and assess the literature, which can assist in developing a list of characteristics of social media activity which when performed could be beneficial for the use and continued use of social media by the microbusiness. Activity here should not be constituted in terms of "sequence of activities that lead to the initial adoption and subsequent continued usage of an IT innovation" (Karahanna et al., 1999, p. 184), rather social media activity should be perceived as a continual task as listed in Table 2.48.

Table 2.48 Classification of social media activity

(Kietzmann, Hermkens, McCarthy, & Silvestre, 2011)	(Kidd, 2011).	(Stockdale, Ahmed, & Scheepers, 2012)	(Rishika, Kumar, Janakiraman, & Bezawada, 2013)
Identity, conversations presence	Marketing	Business value	Customer visit frequency
Sharing, groups, reputation	Inclusivity (community)		Profitability.
Relationships	Collaborative		

Besides classification, identifying its value and attempts to compute activity, nothing much is known about the nature of the activity. Relation between technological characteristics (in this case social media activity) to organisational and task characteristics as contextual factors needs to be explored since it may have a divergent impact on the nature of activity (Kwon & Zmud, 1987). Organisational and task characteristics (Brown et al., 2010) need to be evaluated to identify which kind of social media activity (e.g., marketing frame or collaborative frame or identity, presence and reputation) may be suitable or beneficial for that business. To examine task and organisational characteristics, two established frameworks are used; these are listed in Table 2.49.

Table 2.49 Theories used to establish a conceptual model of social media activity

Author	Purpose/model
(Daft & Macintosh, 1981)	*Task characteristic model* - It uses the base model of task variety and analysability (Perrow, 1967) and adds amount of information and equivocality of information to propose a 4X4 matrix of task and information characteristics model which is empirically tested.
(Damanpour, 1991)	*Determinants model of business activity* - Thirteen organisation variables (structural and process) were identified and their influence on innovation adoption is examined using six moderators

2.3.3.1 The task characteristic model of business activity.

The central premise of the first framework (task characteristics and information processing) is that as task variety and analysability increases, the nature of business unit changes from routine technology to non-routine technology, and craft technology to engineering technology (Perrow, 1967). To this model, information characteristics, such as amount of information processed and

equivocality of information (could be termed as information intensity) (Thong, 1999), is added to point out that craft technology has low information but high equivocality and engineering technology has high information and low equivocality. On the other hand, routine technology has a moderate information amount but low equivocality and non-routine technology has a moderate information but high equivocality. For the sake of convenience, the definition of each term is listed in Table 2.50.

Table 2.50 List of term used with approximate meaning

Term	Meaning
Task characteristics	A task is characterised based on variety and analysability.
Task variety	➢ Low variety – Certainty of future activities
	➢ High variety – Problems or activities cannot be predicted in advance
Task analysability	➢ More analysable – A computational process to resolve problem. A correct response can be identified.
	➢ Less analysable - No objective computational process can help to resolve problem. Active search for solutions is necessary.
Information	➢ That alters a mental representation
Information amount	➢ Difficult to define – information is in-tangible
	➢ Amount of information conveyed is amount of change in understanding
	➢ Change in understanding is difficult to quantify
	➢ Two proxy measurements
	➢ Amount of information processing activity (small/large)
	➢ Amount of information equivocality (low/high)
Amount of information processing activity	➢ Volume of data collected and interpreted about business activities
Amount of information equivocality	➢ Multiplicity of meaning conveyed by information about business activities

Source: (Daft & Macintosh, 1981)

The finding of systematically attaching information characteristics to task characteristics is listed in Table 2.51.

Table 2.51 Information and task model

Perrow's model	➢ Low variety – routine – analysable
	➢ High variety – non routine – less analysable
Daft's Model	➢ Information processing amount high for analysable task
	➢ Information processing amount low for less analysable task
	➢ More equivocality = low information amount
	➢ Less equivocality – high information amount
Application of Daft's Model	➢ As task variety increases, activity may be directed towards information processing and perhaps away from production activities.
	➢ Quantitative forms of data maybe more suitable in highly analysable settings (unequivocal)
	➢ Qualitative data maybe more appropriate in less analysable situations.
	➢ Analysability of task requirements may thus be a useful predictor of the form of information processing takes in various work units
	➢ In less analysable situation members may resort to trial-and-error, observing others or simple practice and repetition.
	➢ Experience may substitute for external data in poorly defined tasks.

Source: (Daft & Macintosh, 1981)

Based on the application and model, a conceptual model is constructed for examining the relation between microbusiness activity and Facebook activity as shown in Table 2.52.

Table 2.52 A conceptual model of microbusiness activity to observe corresponding Facebook activity.

Task Analysability	Less analysable	Non computational response Information Amount = Moderate Information Equivocality = Moderate	Non computational response Information Amount = Large Information Equivocality = High
	More analysable	Computational response Information Amount = Small Information Equivocality = Low	Computational response Information Amount = Large Information Equivocality = Moderate
		Low High	
		Task Variety	

Source: (Daft & Macintosh, 1981)

The conceptual model is different from the actual model since the four quadrants in the actual model were four extreme types of industry (craft – engineering / routine – non-routine / analysable – unanalysable). Since this research is concerned with microbusiness, it is not expected to find such extreme examples. Accordingly, the quadrants have not been named and a measure of moderate has been introduced.

Based on the application of the model, conceptual propositions are developed as listed below:

> ➢ Microbusinesses with higher task variety, which is reasonably analysable, will have a quantitative focused Facebook activity (business value).
> ➢ Microbusinesses with less analysable tasks will resort to experience, trial-and-error, observing others and practising simple repetition to perform its Facebook activity (marketing).

2.3.3.2 The organisation determinants model of business activity.

Thirteen organisation variables (structural and process variables) are identified, which differentiated the activity of the organisation, and five moderators are used to examine their impact on innovation adoption. The variables and moderators and their present research context are listed in Table 2.53 and Table 2.54.

Table 2.53 Variables of organisation activity and innovation adoption

Variables	Microbusiness context
Degree of specialisation	Defined by uniqueness, differentiated, special services
Functional differentiation	Distribution of job among the owners - also could be extend of outsourcing
Professionalism	Education and training, professional training or membership
Formalisation	Level of rules and procedures in conducting business activity
Centralisation	Authority and freedom to make choices
Age of the business	Number of years in operation
Administrative intensity	Extend of administration required to operate the business
Slack recourses	Resources required to maintain the operations

(continued)

Table 2.53 Variables of organisation activity and innovation adoption (continued)

External communication	Exchange of information with all concerned
Internal communication	Degree of communication between the owner and between employees and owners
Technical knowledge resources	Covered in characteristics and technology readiness index
Managerial attitude towards change	Covered in characteristics and technology readiness index
Vertical differentiation	Hierarchy - Not expected - almost bare minimum

Source: (Damanpour, 1991)

No formal study about microbusiness activity in relation to these variables has been unearthed. Using the definition of microbusiness, the first ten variables of organisational activity was identified as relevant for this investigation. For example, the degree of specialisation "represents different specialities found" in a business and usually measured by "number of different occupational types or job titles" in a business (Damanpour, 1991, pp. 588–589). In the context of a microbusiness, which has less than 9 members (employees and owners), it would not be possible to have a large variety of specialities. If a specific example of dentist or gynaecologist is considered, it may comprise of one senior doctor who would be the main specialist assisted probably by two or three slightly less specialist nurses, a few administration staff and some outsourced work activities, such as accounting and pathological services. This business would have a certain level of professionalism centred on the doctor, who would probably own the business and the level of rules and regulations would be similar to that of a large hospital (but simpler) with higher levels of authority and freedom but limited to the rules and regulations governing a doctor. Such a business is expected to have a reasonable level of administrative intensity and requires significant resources for its maintenance. The external communication would be highly formal to portray a sense of professionalism and integrity to increase the level of confidence of the customers. Accordingly, any Facebook activity would try to augment and make an impact on one or all the activities of this business.

Facebook activity would be moderated by the type of organisation and type of innovation, as listed in Table 2.54.

Table 2.54 Moderators of organisation activity and innovation adoption

Moderators	Microbusiness or social media context
Type of service	➤ Professional services or service shops. ➤ Differences between service businesses and its contingency impact (See Section 2.3.1 on page 104 typology of service businesses).
Type of innovation - Administrative or technical	➤ Technical innovation pertain to product, services and process technology ➤ Impact basis work activities concerning product or process ➤ Administrative innovation indirectly related to work activity - directly related to management ➤ Facebook – administrative innovation ➤ Low professionalism, high formalisation, and high centralisation may assist Facebook adoption
Type of innovation – Product or process	➤ Facebook neither a product or process innovation
Type of innovation - Radical or incremental	➤ Radicalness – Degree of change in existing activity of the businesses ➤ Radical – Fundamental changes in the activities of the business ➤ Incremental – Little departure from existing practices ➤ Facebook – Incremental innovation ➤ Incrementally impact activities of external communication.
Stage of innovation and scope of innovation	➤ Beyond the scope of this research

Source: (Damanpour, 1988, 1991)

The moderators would be contingent on the organisational activity variable (Damanpour, 1991) and hence consequently impact Facebook activity. Using the organisation activity variables and the moderators, the following four propositions about Facebook activity can be envisaged:

➤ Facebook can assist in professionalism and specialisation by improving external communication but contingent on the type of service business.

➤ Formalisation of Facebook use – (incorporating daily use) would significantly improve the chances of continued use and success.

➤ Low professionalism, high formalisation and high centralisation may assist Facebook adoption.

➤ Facebook may incrementally make an impact on activities of external communication.

The conceptualisation about task variety and analysability along with organisational activity determinants model help to frame the sub-research questions (SRQ) SRQ8: What activities are present in successful social media adoption? SRQ8 augments the central research question: Why is social media adopted by microbusinesses?

2.4 Social Media Performance Measures that may Improve Acceptance, Use and Incorporation

The purpose is to identify the relevant literature and synthesise it into a conceptual framework for performance measurement of social media in microbusinesses. The main aim of developing a performance measurement system lies in the assumption that if social media performance can be measured then the microbusiness owners can recognise the benefits, resulting in improvement of acceptance, use and long-term incorporation with the structure of the organisation. A conceptual framework is necessary since no direct evidence of social media performance measure was found in the small and medium business category. The focus is on peer reviewed research of scholarly literature which leaves out the numerous blogs and non-research consultant-based literature churning out the 'seven most or ten most steps' to stardom in social media or metrics. This is purposefully done to demonstrate the limited options for an academic researcher trying to measure social media performance for businesses, and in turn establishes the need for a performance measurement system.

The development of a conceptual framework is performed in four steps:

> ➢ The literature on social media performance measurement is synthesised to understand the current metrics applied to measure performance on social media. The limitations of these systems are highlighted to establish the need for a different performance measurement system (2.4.1).

> ➢ The literature of business performance measure exclusively for small and medium businesses is synthesised to evaluate the measures used to ascertain performance. For the sake of brevity and focus, performance measures in larger corporates are omitted. However, it is necessary to mention that most performance measures have been adapted from larger businesses (2.4.2).

> ➢ The specific literature on measuring business performance of service industries (microbusinesses in the developed world are mostly services)(Sanders, 2002; Schreiner & Woller, 2003) (Table 2.3 p. 39) is examined and contrasted with other performance measures to establish its possibility of being most suitable for measuring social media performance (2.4.3).

> ➢ Using the service performance measurement system, a conceptual framework is derived for social media performance measurement (2.4.4).

2.4.1 The requirement of a performance measure for social media.

Existing social media performance measures are found inadequate since they do not meet the necessary guidelines of simplicity, fast and accurate, and linked to the goals of the business thus justifying the requirement of performance measure. The purpose of this section is to examine the present models to identify suitable metrics, which can be used for the development of a performance measurement system. To achieve this purpose, existing social media metrics and models are examined and then cross-examined with the guidelines for a good performance measure to reach conclusions. The literature survey found the following four social media performance models as listed in Table 2.55.

Table 2.55 List of the four social media performance models

Author	Purpose/Focus	Findings
(Murdough, 2009)	A process model for measuring social media performance	Conceptual paper – Process model for measurement as shown in Figure 2.10 p.123.
(Hoffman & Fodor, 2010)	Proposes an up-side down method for calculating return on investment in social media	Conceptualises a 2x2 framework of social media measurement as shown in Figure 2.11 p.124.
(Kumar & Mirchandani, 2012)	Develop a influence based performance measurement system	Three new metrics are developed to measure influencer as detailed in Table 2.57 p. 124.
(Wilcox & Kim, 2013)	Develop a model for predicting and measuring social media performance	Identifies performance of social media activity to direct attention towards performing activity.

The performance models are mostly conceptual in nature, besides the influencer measurement (third one) which is based on empirical research. Overall, the models are isolated attempts looking simply at social media statistics or are too generic, such as the plan-do-check-act (discussed earlier) method wherein what is to be measured is decided and then measured which generally do not suit the microbusiness requirements. The first model, shown in Figure 2.10, follows this plan-do-check-act and does not provide any concrete steps which can be easily followed to quickly understand the performance of social media.
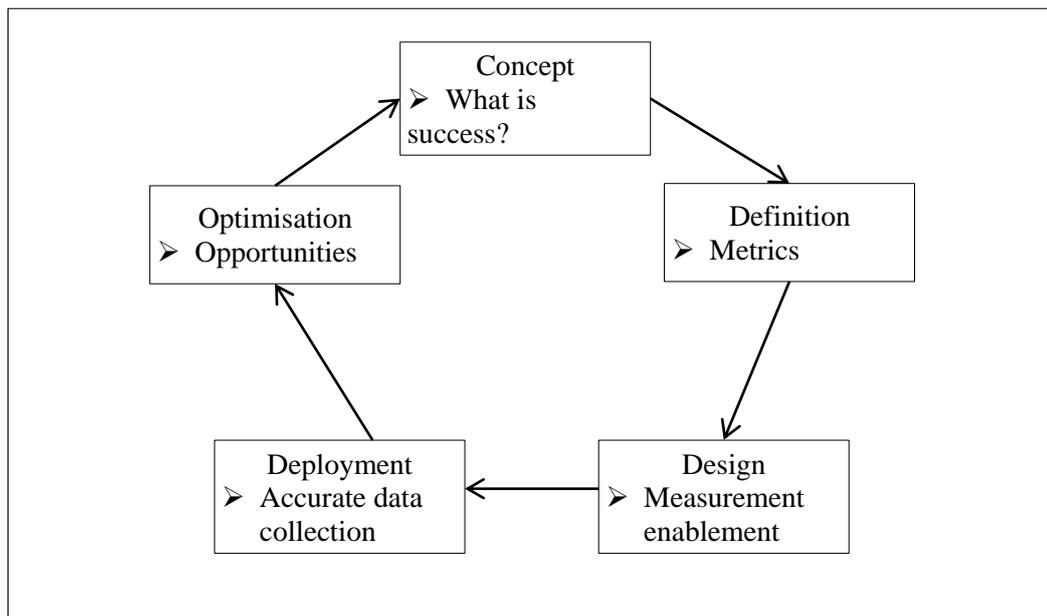
Figure 2.10 Social media performance measurement process model
Source: Adapted. (Murdough, 2009)

It demands the requirement of definition of success, which probably means linking to the organisational goals. As later observed, such circular models are quite common in the performance measurement system model and this seems to be adapted from them with little utility at the forefront. The second model is shown in Figure 2.11, which is equally vague and non-committal.

The second model (also known as effectiveness valuation model) (Figure 2.11) is a 2x2 matrix which postulates that using simple metrics (Table 2.56) (to indicate awareness, engagement and word of mouth) businesses may be able to quantify effectiveness. The quantification can be subjectively valued to estimate whether they are failing or succeeding in creating awareness, engagement and word of mouth.
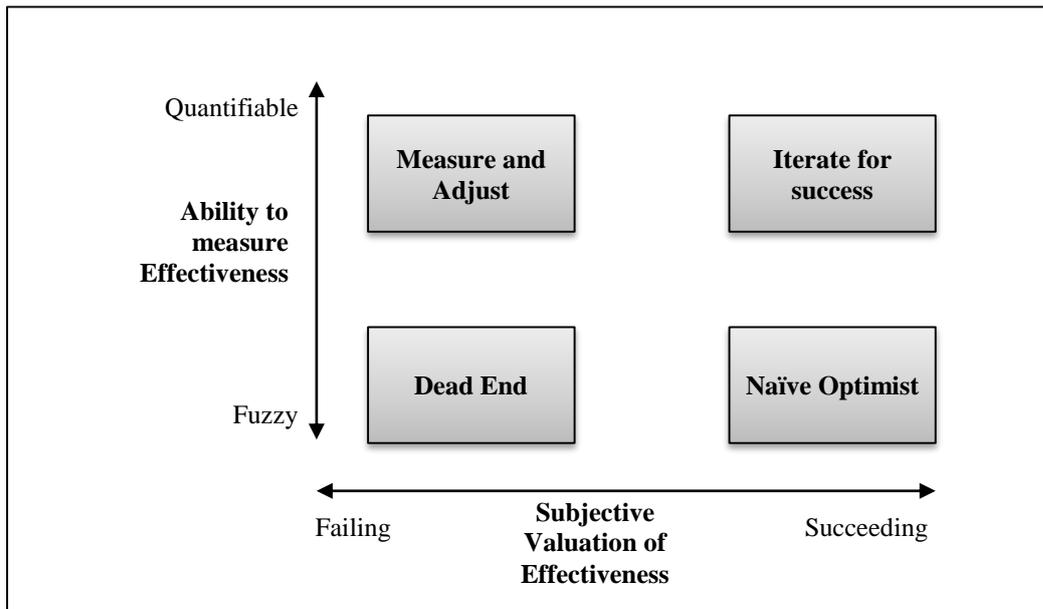
Figure 2.11 Effectiveness valuation social media measurement model
Note: Figure is adapted from (Hoffman & Fodor, 2010, p. 47)

Table 2.56 Facebook metrics organised by key objectives

Awareness	Engagement[1]	Word of mouth	Drive purchase intent
Number of followers	Number of comments / users	Number of shares	Leads to ecommerce site
Number of ratings	Rate of activity	Number of friend referrals	

Source: (Hoffman & Fodor, 2010, p. 44; Murdough, 2009, p. 95)
Note: 1 = Engagement could also mean deepening customer relationship

The influence based measurement system uses a seven-step process to identify influencers in social media platforms and incentivise them for spreading word of mouth. To identify influencers it uses three metrics as explained in Table 2.57 (Kumar & Mirchandani, 2012).

Table 2.57 The influence based measurement technique for social media

Metrics for social media	Explanation
The customer influence effect	The influence of one social media user (such as a celebrity) on other users within the group.
The stickiness index	The influential users association and interest with the particular product.
Customer influence value	A complex measurement technique, which allocates a numeric value for each influencer.

Source: (Kumar & Mirchandani, 2012)

The influence based measurement system is akin to using a celebrity to endorse a product or brand and then observe the ratio of sales to endorsement cost in the traditional way. The difficult part in social media is actually computing the three metrics to identify influencers and then incentivising them to get the desired results. Moreover, the question of ethics surrounds influencer based marketing on social media since there is no way for the customer to know if a referral is actually motivated or real. Small businesses may not have the resources to pay influencers to promote their businesses.

The social media performance model is a multivariable statistical model that can be used to predict results and measure performance of ongoing social media efforts of a business (Wilcox & Kim, 2013). It uses data as listed in Table 2.56 to find out the relative importance of social media activity, such Facebook posts or tweets, accordingly helps the business to concentrate its activities based on performance. The model is still in the development stage and it is not clear how the data is collected by the application. Such application and analytics are already available with Twitter and Facebook and hence the utility of an external application is questionable.

The overriding similarity between the performance measurement systems centres on their singular focus on the customer and extensive use of complex social media metrics. The characteristics of a good performance measure system has been specified (Globerson, 1985), reiterated (Neely, Richards, Mills, Platts, & Bourne, 1997) and suitably adapted for small and medium businesses (Cocca & Alberti, 2010; Garengo, Biazzo, & Bititci, 2005; Hudson, Smart, & Bourne, 2001) as shown in Table 2.58.

Table 2.58 Characteristics of a good performance measure system

Characteristics[1]	How the social media model measure
Derived from strategy	None of the measurement system focus on strategy
Clearly defined with an explicit purpose	Explicit purpose focused too much around customers
Relevant and easy to maintain	Almost all are relevant to the purpose but hard to maintain
Simple to understand and use	Most are difficult and hard to use
Provide fast and accurate feedback	Accuracy is questionable
Link operations to strategic goals	No such links
Stimulate continuous improvement	Some do

Note: 1 = Adapted. (Cocca & Alberti, 2010; Garengo et al., 2005; Hudson, Smart, et al., 2001)

Using the guideline potential five limitations are listed as below:

➢ The models are mostly conceptual and their real practical trial has not been reported yet.

➢ The measurement systems focus largely on the customer. It tries to measure the impact on the customer mostly by observing gain of customers, referrals or engagement.

➢ The measurement systems use metrics collected from Facebook to arrive at conclusions. Engagement on Facebook does not necessarily convert to sales. The proponents themselves agree that attributing sales to Facebook might be impossible.

➢ Some use complex algorithms which are hard to understand and implement.

➢ In the microbusiness context where resources are limited and centred around the capability of one or two owners such systems might not be practically possible to be implemented.

The limitations of the social media performance models and their incapability to be used in the microbusiness context make the case for requirement of a measurement system, which is simple to use, has a broader focus and is easily applied. This limitation makes it necessary to explore the small and medium businesses literature for performance measurement systems, which can ideally be suited or adapted to social media performance measurements in microbusinesses.

2.4.2 Examining the small and medium business performance measurement model.

Researchers are unanimous about two aspects of performance measurement systems in small and medium businesses:

> ➢ The differences between large businesses and small and medium businesses requires specific performance measurement systems which are focused towards small businesses (Cocca & Alberti, 2010; Garengo et al., 2005; Hudson, Smart, et al., 2001; Taticchi, Tonelli, & Cagnazzo, 2010).

> ➢ There is a significant gap in between theory and practice in use of performance measurement systems by small businesses (Garengo et al., 2005; Hudson, Smart, et al., 2001; Jarvis et al., 2000)

Several models have been developed (see Table 2.59 for list of these models) specifically for small and medium businesses by making cosmetic changes (using small business characteristics) to performance models of large businesses.

Table 2.59 List of performance measurement models for small and medium businesses[1]

Author	Name of model/Framework	Findings
(Jarvis et al., 2000)	Grounded performance measurement system for very small businesses	Cash not profit or sales along with non-financial qualitative measures important.
(Laitinen, 2002)	Dynamic integrated performance measurement system	Differentiates between service and manufacturing business type on performance measurement
(Hudson, Lean, & Smart, 2001; Hudson & Smith, 2007)	The process management method of developing performance measure	Empirically tested a process method of developing performance measure
(Hudson, Smart, et al., 2001)	Examining differences in theory and practice by adapting Cambridge system	Significant gap between theory and practice
(Garengo, 2009)	A classification framework for performance measurement system	Relation between quality accreditation and performance measure
(Garengo & Bititci, 2007)	Contingency approach to performance measurement	Identified four contingency factors which impact performance measurement
(Manville, 2007)	Balanced score card system implemented in a not for profit business	Can be implemented with modifications

Note: 1 = List is not exhaustive. Models have been purposefully selected and ordered in terms of importance as perceived for this investigation.

This has been criticised as taking an idealised financial management practice and imposing it on small and medium businesses (Jarvis et al., 2000). A common trend among model developers is to perform a meta-analytical review of several (minimum three/maximum ten) large business models by using a theoretical

model to develop a working small business model which is subsequently tested through case study. The review follows a similar approach by using a framework specifically established to examine performance models in small and medium businesses (Cocca & Alberti, 2010).

First, four models are purposefully selected, keeping in mind the specific purpose of measuring social media performance in microbusiness. They are generic models aimed at measuring general performance of small businesses requiring conceptualisation and adaptation for developing a social media performance measurement model. The four models are:

> ➢ Practice oriented framework – Figure 2.12 p. 129
> ➢ Process management method for developing performance measures – Figure 2.13 p. 130
> ➢ Contingency approach to performance measurement – Figure 2.14 p. 131
> ➢ Integrated performance measurement system – Figure 2.15 p. 132

For the sake of brevity, each model has been pictorially captured to show the relationship between the constructs, circularity and operation of the model. Suitable learnings captured are for guiding the research process and an attempt will be made to select an overriding model.

Second, following this review an unsuccessful attempt is made to develop an encompassing framework of performance measure, which can be used to measure performance in small businesses. By listing the limitation of the developed model, a case is made for focusing review on the survival and maintenance model, which could be ideally suited for microbusinesses. Finally, suitable propositions are developed which can be used to establish social media performance measures.

2.4.2.1 The integrated performance measurement system has tangible measures lacking in other models.

The evaluation of the four models shows that the integrated performance measurement system has better grounded measures (tangible) and a bottom-up approach suitable for small businesses. However, findings of the first three models, which may influence this investigation, are highlighted first before explaining the advantages of the integrated performance measurement system.

As shown in Figure 2.12 the practice-oriented framework comprises of three main elements:

> ➢ The process of performance measure development
> ➢ The characteristics of the measures and,
> ➢ The actual measures — what is measured.

The sub-elements shown in Figure 2.12 are collected from the results of the empirical study by observing what was actually used by the concerned business in study. By the own admission of the author (Hudson, Smart, et al., 2001), the findings had a significant gap from the theoretical model they used for the investigation.

Process of performance measure development
- **How** – Brainstorming – experience
- **Who** – By managers – occasionally staff and customers
- **Issues** - In an ad hoc fashion – severe resource constraints - With a lack of employee understanding of measures – fire fighting
- **Internal triggers** – Problem recurrence – prevention – visibility – control – resource planning
- **External triggers** – Customer requirements – Government legislation National standards/awards requirements

What they measure?
- **Quality** – product – process – defect – scrap-suppliers
- **Time** – work in progress – output – lead times -
- **Finance** – profit – inventory – turnover – cost – cash flow – sales – value added
- **Customer satisfaction** – complaints – returns
- **Human resources** (very limited) – staff turnover

What are their characteristics?
- **Scope** – More operational measure – less strategic
- **Type** – Less resource intensive and time consuming – dynamic – flexible – iterative
- **Format** - Small numbers of simple practical measures - Flexible measurement
- **Use** – Managerial - No formal feedback - non-specific informal feedback – review to act on data

Figure 2.12 A practice oriented framework of performance measurement system in small and medium businesses
Source: (Hudson, Smart, et al., 2001)

The dominant findings of this investigation are:

> ➢ An extensive strategic focus was counterproductive in these businesses where demonstration of operational short-term efficiency is paramount for maintaining the momentum and enthusiasm.
> ➢ The process should be iterative as the strategy of operation is itself about short-term efficiency.

The second model proposed to develop strategically aligned measurement measures by using a four-step process as shown in Figure 2.13. The first process 'Name' establishes the pressing needs of the businesses, and the second process

'Act' is when need is converted in to the actual development of a measure to satisfy the need. The remaining two are use of the measure and subsequent verification, which is again iterated with 'Name' to find whether modifications are necessary.

Name
- Identify current business objectives
- Prioritise objectives
- Name one objective for immediate action
- Select a project team for the next stage

Learn
- Periodically review progress towards targets on performance measures
- Review continued appropriateness of existing performance measure
- Feedback any action from the reviews to relevant staff for action

Act
- Consult staff to collect improve suggestions which help achieve the named objective
- Evaluate and select appropriate improvements
- Develop performance measurements to support improvements
- Identify and consult staff to implement measures

Use
- Agree implementation plans for the new measure
- Identify appropriate data collection systems
- Collate data centrally
- Communicate data centrally
- Communicate measurement information to staff
- Report progress towards targets
- Action feedback from reviews

Figure 2.13 The process management method of continuous strategic improvement for small and medium enterprises
Source: (Hudson, Lean, et al., 2001; Hudson & Smith, 2007)

The dominant findings of this investigation are:

- ➤ The model worked for one business but failed for the other, indicating presence of other exogenous factors which influence performance measurement process.
- ➤ Firefighting approach of the business seems to restrict continued use of the model and in turn continued use of the developed measures.
- ➤ At best, the model succeeded in making the managers accept the importance of strategic and long-term thinking for their business.

The first finding about the presence of exogenous factors in the success of the performance measurement system is further explored and explained by the contingency model as shown in Figure 2.14.
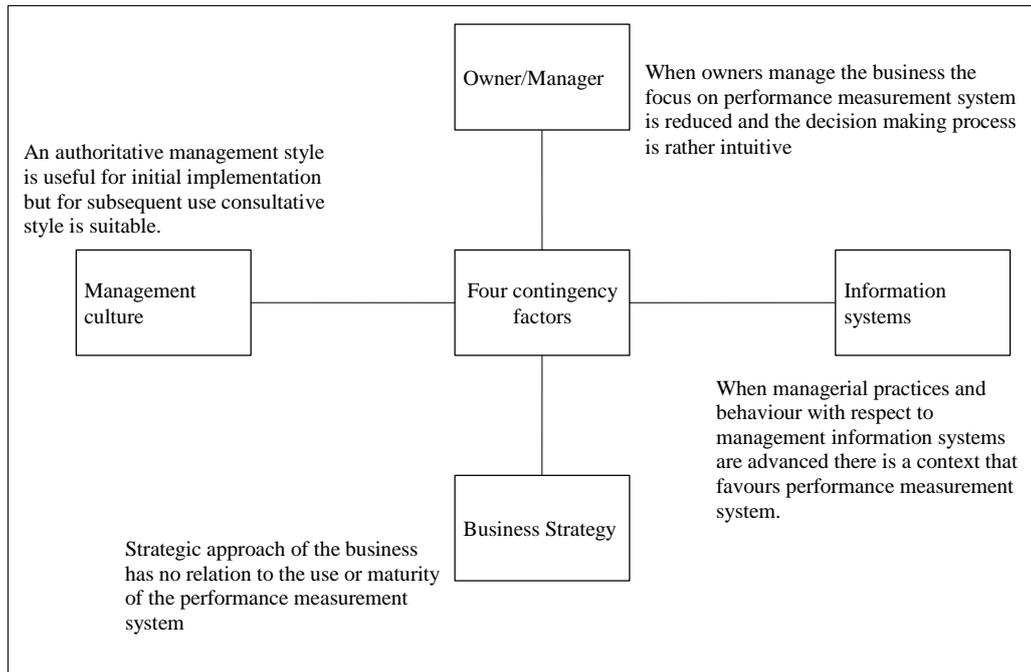
Figure 2.14 The contingency approach to performance measurement in small and medium businesses
Source: (Garengo & Bititci, 2007)

The model considers four contingency factors, such as owner/managers, information systems, business strategy and management culture of the business. It finds that when owners manage their business reliance is limited on performance measures since tacit knowledge and intuition take precedence over them. The use of advanced management information systems seems to support implementation of a performance measurement system. Such information systems probably have in-built features and it is a matter of initiating them. Third, the strategic focus of the business had no implication for the use or maturity of the performance measurement system. However, changing the strategic focus led to a renewed search for a change or improvement in the performance measurement system. Finally, an authoritative style of management seemed to support the initial implementation of performance management system but continued use could be achieved through consultation and co-operation between all concerned. The finding that use of the performance measurement system may be contingent with respect to the owner and his/her style of management needs to be taken into consideration for designing a performance measurement system.

The integrated performance system (Figure 2.15) is different from the above since it is a bottom-up approach and fails to take business strategy into consideration as commonly criticised by others (Garengo et al., 2005; Hudson, Smart, et al., 2001).
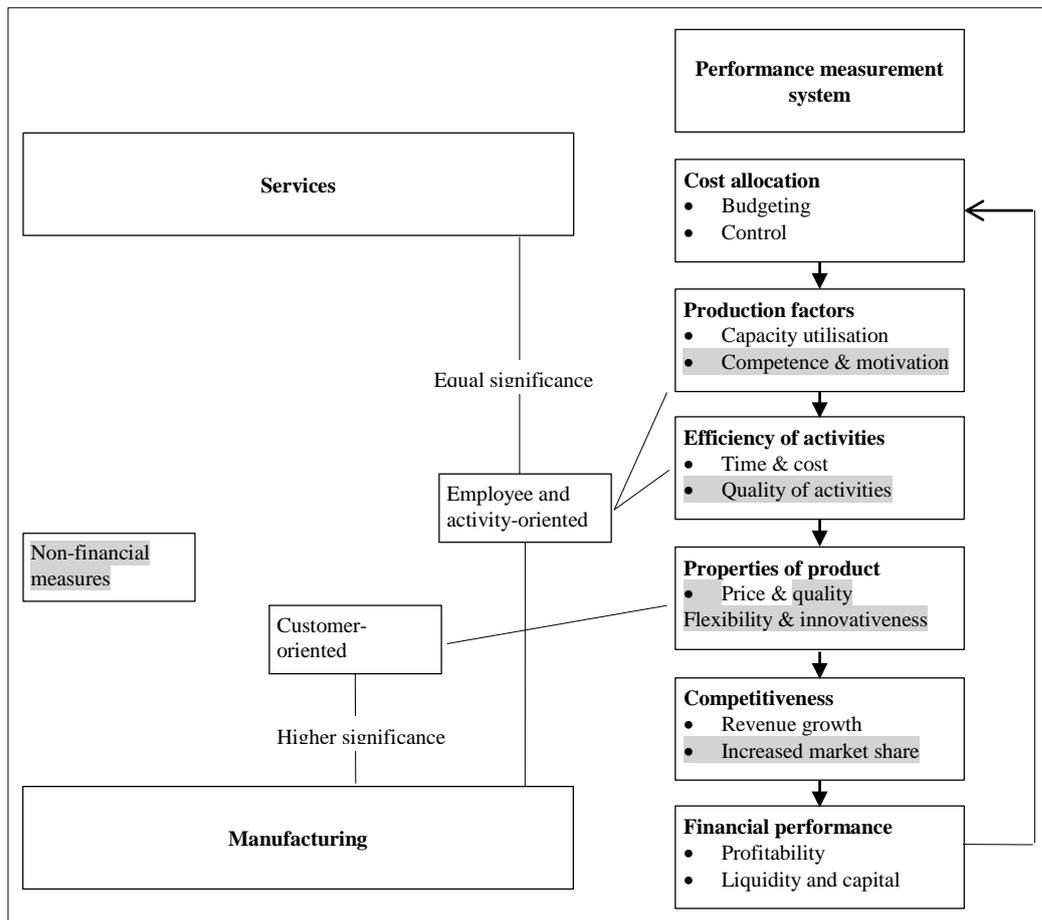
Figure 2.15 The integrated performance measurement system for small and medium businesses
Source: (Laitinen, 2002)

However, the review of the earlier model seems to support the notion that in small businesses focus on strategy is not a necessary element of a performance measurement system. The integrated model is different from the others because of the following reasons:

> It recognises that the performance measurement system may require adjustments (weights on measures) based on the business type, such as manufacturing or services.

> It is a bottom-up approach with a capability to measure and improve performance.

> It succinctly blends financial and non-financial measures (see Table 2.60) and provides actual methods to compute performance.

> It distinguishes production, activity and product thus allowing weights (focus) to

be allocated for businesses desiring to measure performance of customer oriented or employee oriented activity.

The complete framework and its process of operation are shown in Figure 2.15 and the actual method of calculation of performance for each factor is shown in Table 2.60. Overall, two performance factors, internal and external, are identified having five and two sub-factors respectively. The model provides a performance parameter for each sub-factor, which is a blend of financial and non-financial measures. This makes it a unique approach differentiating it from other models.

Table 2.60 The framework of the Integrated performance measurement system for small and medium enterprises

Performance factors	Elements	Performance (P)
Internal Factors		
Cost allocation	Efficiency of allocation of cost	P = efficiency in allocation of costs between production factors
Production factors	- competence of personnel - personnel development - motivation of personnel - equipment condition	P = capacity utilisation x (competence x motivation)
Efficiency of activities	- Time taken by activities - cost of activities - quality of activities	P = time x cost x quality
Properties of product	- Quality - Flexibility - innovativeness	P = quality x flexibility x innovativeness
Product and customer profitability	- Price customer willing to pay - Product profitability	P = product profitability x customer profitability
External Factors		
Competitiveness	- increase in market share - growth in revenue	P = growth x market share
Financial performance	- Profitability - Liquidity - Capital structure	P = profitability x liquidity x capital structure

It provides tangible operational measures ready to be used by small businesses interested to measure performance while successfully being not overtly prescriptive but sufficiently dynamic by allowing weight attachment to suit the requirements of the specific business. Unfortunately, as with other models, empirical testing of this model is limited while it has been extensively used by others to derive their models.

In summary, the review identifies the following points, which may be useful in conceptualising a performance measurement system for social media.

> ➢ It should strive to give instant (short term) results.
> ➢ It should focus on hard operational measures which can be tangibly computed.
> ➢ It should be iterative and contingent with respect to business.
> ➢ It should use a blend of financial and non-financial measures.
> ➢ It should recognise the difference between manufacturing and services.

Despite this review of individual models, an encompassing all model review was felt necessary to develop a thorough conceptual framework which would also include the features as gleaned from the above models.

2.4.2.2 A unified model of performance measurement show limited utility for microbusinesses.

A unified framework is developed by adding all the elements (constructs) found in the literature (Table 2.59 on page 127) into three categories:

> ➢ What a performance development process should consist of
> ➢ Requirements & characteristics and dimensions of measure
> ➢ What it should measure – the actual measures

Source: (Hudson, Smart, et al., 2001)

The developed model is shown in Table 2.61 (The integrated performance model was not included in this conceptual framework).

Table 2.61 A conceptual framework of performance measurement for small and medium businesses[1]

What a performance development process should consist of including design requirement
➢ Strategy - Performance Measurement System (PMS) is a guide on how-to develop and implement strategy, and how-to find the method that can be used to improve it continuously in Small and Medium Enterprise (SME).
➢ Objectives - Enable strategic objective identification, which should be clear and explicit having set time-scales with targets/benchmarks setting for the long- and short-term.
➢ Commitment – The management should act as a facilitator by establishing linkage of performance to compensation process. They should involve key users/employee to garner involvement/support through information sharing and communication. Double-loop learning/challenge should be fostered and incorporated in the commitment process.

Continued

Table 2.61 A conceptual framework of performance measurement for small and medium businesses[1] (continued)

> ➢ Cyclical - Performance measure development should be encouraged by periodic audit of existing system, monitoring process (past/future), establishing revision procedure. It should examine relationships between measures to establish alarm signals and corrective actions.
> ➢ Structural - Performance measure should be integrated using information system and technology. It should have a maintenance structure and procedure, which includes roles, assignment, responsibilities, a defined formula and source of data.

Requirements, characteristics and dimensions of measures

> ➢ Strategically aligned[2] – PMS should be derived from strategy with a good link between operations and strategic goals[3]. It should take a short-term focus[4] on specific needs with an explicit defined purpose. Primary stakeholders considered.
> ➢ Process Oriented - (operationally focussed) - Business processes - Performance processes – Interlinked
> ➢ Dynamic, adaptable flexible, rapidly changeable maintainable and incrementally improvable - Stimulate continuous improvement/right behaviour - Provide fast and accurate feedback
> ➢ Clarity and Simplicity - Graphically and visually effective - relevant and easy to use and maintain - Simple to understand and use - Easy to collect - Causal relationships shown
> ➢ Less depth and more breadth - Balanced (internal/external, financial/non-financial) – Horizontal - Promote integration

Should measure

> ➢ Quality
> ➢ Flexibility
> ➢ Time
> ➢ Finance
> ➢ Customer satisfaction
> ➢ Human resource

Note:

1 = Sources are listed in Table 2.59 on page 127

2 = Strategy Alignment - Relationship between strategy and operational activities must be made explicit to avoid losing the focus on the operational aspects. A balanced approach is essential to align decision-making processes to strategic objectives and a balanced PMS could be an important support tool.

3 = Linked - The design of PMSs for SMEs must link strategy with operational aspects.

4 = Focus - Clearly understand the short- and long-term advantages in order to maintain SME's enthusiasm and commitment

Focus on primary stakeholders – Direct influence on the business – formal or contractual relations (Donaldson & Preston, 1995; Garengo et al., 2005; Mitchell, Agle, & Wood, 1997; Vinten, 2000).

Process Orientation - SMEs are small, by their very nature they have more visible end-to-end business processes, which make process orientation a simpler and less political issue.

Limited resources of SMEs require approaches and models that respond to their specific needs and are efficient and easy to implement.

The PMS should be based on a management information system, which keeps in mind the limited financial, and human resources of SME's.

Dynamic and flexible in order to respond to the needs of these companies, but at the same time they must also be structured to a certain degree in order to favour activity planning

Causal Relationships – 'Understanding the relationship between results and determinants makes it possible to have periodic feedback on the measures used, performance results (Hynes 1998) and incremental changes (Appiah-Adu and Singh 1998). This would be very useful for improving the processes in SMEs, where incremental changes are often preferred over radical changes' (Garengo et al., 2005, p. 35).

Clarity and Simplicity - Clear definition and communication of the fixed objectives - Careful selection of the measures to be used - Clear definition of measures - Clear definition of how to gather and elaborate data. - Definition of how the processed information has to be presented (Garengo et al., 2005, p. 35).

The size of the model and its sub-elements and requirements would make it a daunting task for any microbusiness trying to implement the performance measurement system. The development process helped to highlight five common characteristics which seem to be the commonly accepted norm among all small and medium businesses:

➢ Due to various misconceptions about performance measurement systems, small and medium businesses tend to avoid them.

➢ Apply performance measurement systems from larger businesses which may be incompatible. The scope of measurement and data collection and storage is routinely cumbersome. Some systems suffer from the significant linkages to financially based systems.

➢ They have an imbalanced ad hoc approach mostly reactive, which could lead to a performance measurement system which is very advanced regarding one dimension, and antiquated regarding another dimension.

➢ Some are extremely informal, triggered by internal or external triggers with greater dependence on tacit knowledge and little attention given to formalisation of processes.

➢ All suffer from resource constraint in terms of lack of human resources, managerial capacity, limited capital resources and lack of adequate IT infrastructure.

Note: Sources are listed in Table 2.59 on page 127

However, developed models suffer from six difficulties and hence are rejected even at the conceptual stage without further testing.

➢ Despite the claims that the models are applicable for small and medium businesses, all the models have been developed, tried and tested in medium businesses (100+ employees), making it susceptible to inadequacies and problems in applying to very small businesses.

➢ The extensive focus on strategy development and alignment already proved to be counterproductive in medium businesses and may not be useful in very small businesses.

➢ They do not have any actual tangible measure, which can be readily used to quick start a performance measurement system.

➢ The focus on clarity, simplicity, ease of use and easy to count are all applicable and a desired characteristic for measuring performance in microbusinesses. However, the model, besides citing these requirements, does not provide any means and methods to achieve the purpose.

➢ Finally, the model itself suffers the idealisation problem it inherits from the larger business performance models in its focus on strategy and other common measures.

The amazing similarity of the terms and concepts in the models probably arise from the methodical weakness of surveying larger models and developing models, which are little idealisations of the larger models and hence significantly distanced from practice. The conceptual model is rejected primarily due to its size and complexity but with some learning about the difficulties in implementing performance measurement systems in small and medium businesses.

2.4.2.3 The survival and maintenance model of performance measurement for microbusinesses.

A grounded approach undertaken in microbusinesses (Jarvis et al., 2000) discovers new theories and concepts quite different from the existing discussion. The similarity with the developed framework is limited to the concept that a balanced approach using a mixture of both financial and non-financial measures is required to measure performance. But in very small businesses, cash typically remains central to many of these measures (Jarvis & Chartered Association of Certified Accountants (Great Britain), 1996; Jarvis et al., 2000). Further, the authors assert that in very small businesses, cash is more important than profit but no simple assumption can be made about the use of cash flow measures as simple surrogates for profit.

Similarly, the connection between various measures of performance and profit is not straightforward. It includes tangible and intangible, direct and indirect measures and some conventional standards. The measures indirectly relate to profit giving the impression that short-term profit may not be the primary objective of the small business. Instead, the measures reinforce the importance of survival as a goal. Along with survival, which is the central focus, other characteristics, such as dominance of qualitative measures, hourly monitoring and defensive strategies, provide a new focus and impetus. The entire measurement system is explained in Figure 2.16.
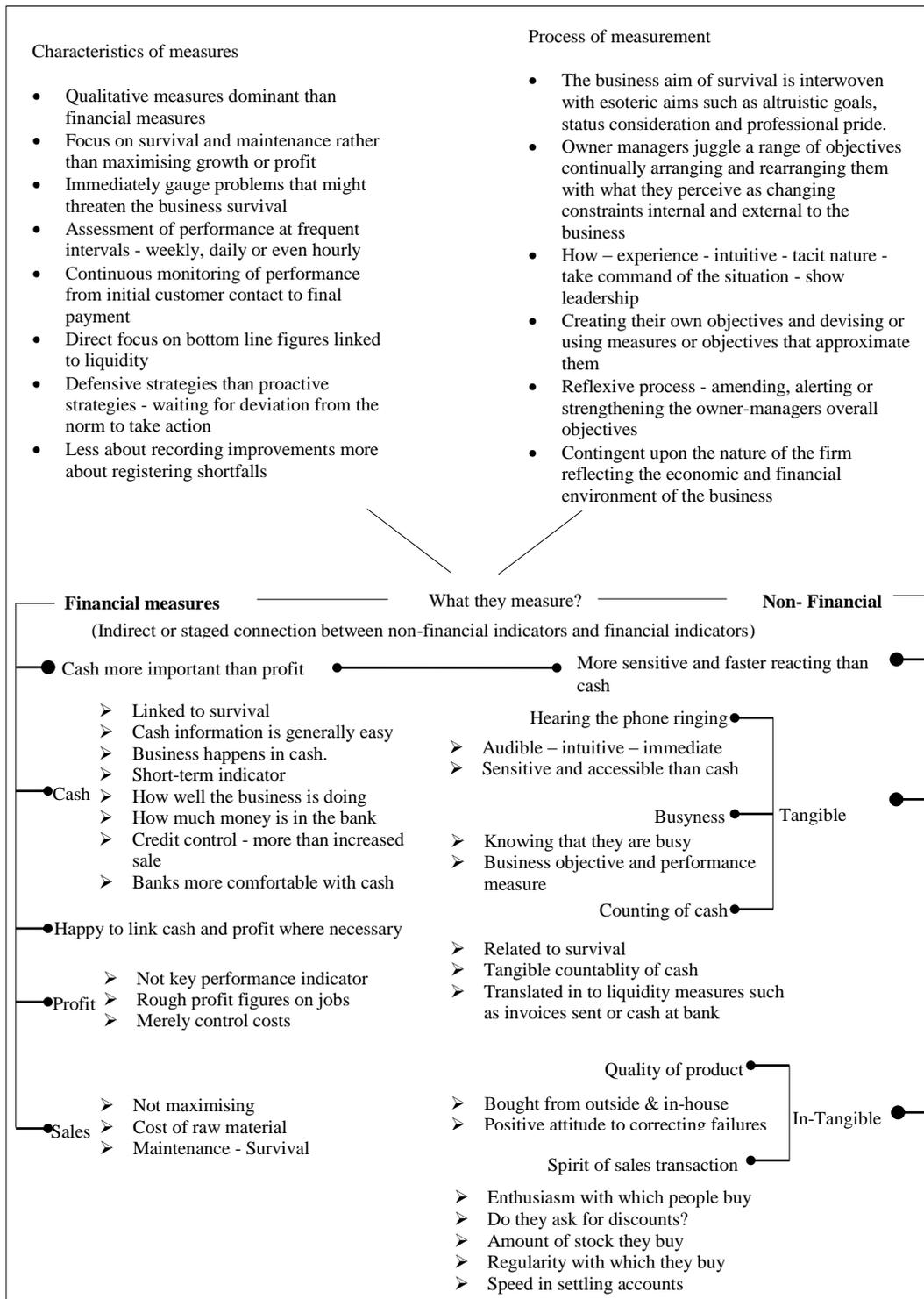
Figure 2.16 Performance measurement system in very small business

The focused model raises several questions in terms of its capability to assist in measuring social media performance in microbusinesses.

Some of these observations are listed in Table 2.62.

Table 2.62 List of observations associated with social media and performance measures in small business

➢ If survival is the focus, any assistance offered by social media to achieve this purpose should be monitored.

➢ It should be observed if social media helps in meeting the esoteric aims such as altruistic goals, status consideration and professional pride.

➢ Can social media assist the owner in perceiving changes in constraints external and internal to the business and in turn arrange and re-arrange objectives?

➢ Can social media assist in monitoring performance? Frequency of monitoring – Covering initial order to final payment?

➢ Can social media assist the intuition process and display leadership especially during dealing with customers and communication in public forums?

➢ Can social media improve the tangible and intangible non-financial measures?

2.4.2.4 Summary of this section.

A good performance measure system for small businesses should focus on operational measures and consider the firefighting approach. It should assume that any method would be contingent to the owner and his/her style of management. Simplicity and ease of use must be a dominant characteristic of this model. The Integrated performance measurement system and the survival maintenance model provide a grounded and bottom-up approach with precise definitions of measures appropriately blended with financial and non-financial measures. The survival maintenance model helps to identify six propositions where social media could assist in performance measurement. Both the models suggest variations in performance measures between manufacturing and service businesses. Since microbusinesses are primarily services in the developed world, further knowledge can be useful by examining a system solely designed for service businesses.

2.4.3 The result and determinant model of performance measurement in service businesses.

The result and determinant model (Brignall, Fitzgerald, Johnston, & Silvestro, 1991; Fitzgerald, Johnston, Brignall, Silvestro, & Voss, 1991) postulates that performance measurement systems are dependent on three factors:

➢ Competitive environment
➢ Business strategy and,
➢ Service type

First, the competitive environment is defined by its size of the market, its complexity, uncertainty and turbulence. Since microbusinesses do not focus on large markets due to their size and focus size of market it is not considered a competitive environment characteristic for this investigation. Turbulence is defined as a market which is continuously dynamic and volatile (Glazer & Weiss, 1993) and uncertainty is defined as a market which has high frequency of changes (Duncan, 1972). Complexity is defined on the basis of a number of services performed by the business (Daft & Wiginton, 1979; Damanpour, 1996). Social media performance can be measured by observing its impact on turbulence and uncertainty in the market of the microbusiness. Similarly, social media may increase complexity by opening new service delivery channels for the business which needs to be explored.

Second, business strategy could be a cost leader or a differentiator (Porter & Millar, 1985). However, cost leadership is neither the focus nor the capability of microbusinesses as it would try to compete through differentiation. The determinants of differentiation could be quality, flexibility, resource utilisation and innovation. In terms of flexibility, all microbusinesses by their inherent characteristics have volume flexibility "to respond to varying level of demand" (Fitzgerald et al., 1991, p. 58), specification flexibility (degree of customisation) and delivery speed flexibility (responding to customer); and hence flexibility cannot be the cause of differentiation. Similarly, resource constraints make all microbusinesses highly conscious of their cost and hence recourse utilisation defined as "…ratio of inputs to outputs" (Fitzgerald et al., 1991, p. 78) would not serve as a differentiator for microbusinesses. Finally, service quality defined as "the totality…of the service…to satisfy a customer need" (Fitzgerald et al., 1991, p. 38) and innovation defined as "…application of ideas and knowledge to meet a current or future market need" (Fitzgerald et al., 1991, p. 101) might act as a differentiator. The capability of social media to meet customer need satisfaction (quality) and apply new ideas to meet current or future market need may be defined as an performance indicator. The impact of social media on the determinants (quality and innovation) could bring changes to results (increase or decrease in competitiveness and financial performance). Together, the results and determinants are also known as the dimensions of performance.

The third factor service types are classified into three types based on intensity of contact:

> ➢ Professional service — high contact business — customers spend a considerable amount of time in the service process.
>
> ➢ Service shop — medium contact business — between professional service and mass service.
>
> ➢ Mass service — low contact business — many customers — equipment and product based e.g., train service, airport.

Microbusinesses will normally be a professional service or service shop or a mix between the two. It is reported that professional service and mass services have differences in measuring quality, flexibility, resource utilisation and innovation (Fitzgerald et al., 1991). However, no reported information could be found on this further sub-division of microbusinesses and differences in measuring the determinants of performance. Assuming that such a difference is found, the impact of social media needs to be assessed, keeping in mind the nature of microbusinesses (professional services or service shop).

In summary, performance of social media can be observed by gauging its impact on the competitive environment, and measuring its impact on determinants (quality and innovativeness) to bring changes to results (competitiveness and financial performance). However, the impact would be contingent on the difference between professional service and service shop.

2.4.4 A conceptual framework to measure social media performance in microbusinesses.

The purpose of Section 2.4 was to create a conceptual framework to measure social media performance in microbusinesses. This is achieved in three steps: First, a need is established for a performance measurement model by reviewing existing models to identify their limitations. Second, existing small and medium business performance models are evaluated to identify the best model. An attempt to develop an integrated model failed due to the impracticability of the model leading to evaluation of the survival maintenance model, which resulted in the development of six propositions for examining social media performance in microbusinesses. Finally, since microbusinesses are service businesses, a model

exclusively developed for service businesses is evaluated to develop propositions on how social media performance may be measured. Using this entire review, a set of conceptual propositions are developed as listed below:

➢ Social media adoption models may not serve a fruitful purpose for measuring performance, but at best, certain metrics, such as number of 'likes', may be used as a proxy measurement to observe performance.

➢ The similarity of the integrated performance model with the result and determinant model may make it amenable for tandem use by serving as a base model with its actual operational measures (for business strategy) useful to quickly initiate an operating system in the microbusiness.

➢ The result and determinant model derived specifically for service businesses may be ideal for measuring social media performance by observing its impact on competitive environment and business strategy. The impact may be contingent on the type of service businesses.

➢ The six propositions (Table 2.62 on page 139) developed using the survival maintenance model such as social media assisting in survival of business, meeting esoteric goals and perceiving changes in constraints may give significant new non-financial measures to gauge social media performance.

Using the conceptual framework, the sub-research question (SRQ) is drafted as SRQ9: How can performance of social media be measured? SRQ9 augments the central research question: Why is social media adopted by microbusinesses?

2.5 Theoretical Framework and Starting Codes Underpinning the Research

This section is divided into two parts. The first section assimilates the various conceptualisations made in the literature review for quick understanding of the entire literature review. The second part lists a set of starting codes derived from the literature review. Both the theoretical framework and the set of starting codes act as an a priori giving guidance to the research design especially the data collection process.

2.5.1 Theoretical framework based on the research questions.

This section reproduces the conceptualisations made from the literature review as a theoretical framework driving the data collection and analysis. The theoretical framework serves as a summary of the literature review in absence of a literature gap or formulation of the research question. The research questions derived from field research, as issues, were unearthed during the research process (Figure 1.2 p. 25) and helped to guide and direct the literature review. Cross-examination of the issues with existing literature resulted in development of conceptualisations for further testing and verifications. The structure of the review uses the overarching six-phase implementation process (initiation, adoption, adaptation, use, acceptance and incorporation) and the five factors (individual, technological, organisational, environment and performance) (Figure 2.1 p.29). Such structuring helped to meet the twin aim of developing the most comprehensive and relevant technology implementation theory.

The aim of being the most comprehensive and relevant presented a difficult problem of organising and displaying the literature review as it brings together disparate and diverse literature. To achieve this, extensive use of tables (70) and figures (17) have been made to compress literature into manageable one page overview of the most important and relevant findings and theory. Each section (2.1 to 2.4) and its subsequent third level sub-section (e.g., 2.1.1, 2.2.1, 2.3.1 & 2.4.1) evaluate (some aspects) the six step implementation process in relation with five variables to propose suitable conceptualisations. The conceptualisations are a synthesis of the relevant literature in the backdrop of social media use by

microbusinesses thoroughly influenced by impeding field research and hence presented as a summary of the entire literature review. Consistent with presentation above, the summarisation is presented in four tables aligned with the four sections above (2.1 to 2.4). Figure 2.17 p. 149 is a pictorial presentation of the social media implementation process developed as a result of this literature review. The first table (Table 2.63) provides a comprehensive list of conceptualisations made in Section 2.1. It addresses the first part of the central research question: How is social media adopted by microbusinesses?

Table 2.63 Conceptualisation for the first three phases of the Facebook implementation process

Central research question - how is social media adopted by microbusinesses?

- ➢ The process management method for adoption of Facebook will not be suitable for microbusinesses. The precautionary adoption process model will be useful to predict yes/no at the initial phase of initiation.
- ➢ Concerns based adoption process model maybe the most suitable model for Facebook adoption by microbusiness.
- ➢ Greater collaboration with the resource system will reduce concerns resulting in beneficial use of Facebook.
- ➢ Microbusiness owners may undergo the stages of concerns and levels of use as described in Table 2.8 on page 38 & Table 2.9 on page 39.

The first part of the central research questions is augmented by two Sub Research Questions (SRQ) as below:

SRQ1 What are effective training techniques that enable microbusiness owners to successfully adopt and use social media?

- ➢ Quick start and self-training method may be effective for enabling the microbusiness owners to learn the techniques of Facebook. It may meet all the requirements of microbusiness training.
- ➢ Self-training will help microbusiness owners to understand their capabilities and motivate them to higher use of Facebook.

SRQ2 How does the microbusiness owners learn to use social media?

- ➢ Learning principles such as building on previous experience, solving real problems, learning simply what they need to know, learning by doing and self-management will be useful to help microbusiness owners learn Facebook.
- ➢ Informal incremental approach will be beneficial.
- ➢ Successful Facebook users will experience double loop learning.
- ➢ Microbusiness owners who focus more on concrete experience and active experimentation (personal and social) knowledge will be more successful in Facebook use.
- ➢ Microbusiness owners with learning style of accommodator and diverger may be more successful in using Facebook than others.

The second table (Table 2.64) provides a comprehensive list of conceptualisations made in Section 2.2 to address the second part of the central research question: Why is social media adopted by microbusinesses? It deals with the individual factors responsible for acceptance, use and incorporation of social media by microbusinesses.

Table 2.64 Conceptualisation about the individual specific reasons that may make an impact on acceptance, use and incorporation

Central research question - Why is social media adopted by microbusinesses augmented by three Sub Research Questions (SRQ), which deals with individual factors.

SRQ3 What are the motivation factors for microbusiness owners who successfully adopt social media?

➢ Marketing (campaigning) of services will be the primary reason of use of social media for microbusinesses.

➢ They may try to connect with weak ties (important persons) through social media for betterment or advantage for their businesses.

➢ Professional microbusiness owners such as Homeopaths may endeavour to establish and increase reputation by the use of social media. This may also apply for all businesses in the form of social proof of their product and services.

The two conceptualisation below do not have a separate sub research question as it is covered by the Central research question - Why is social media adopted by microbusinesses?

➢ Microbusiness owner will experience usefulness if Facebook has advantage over other communication systems in terms of richness, fitness and the quality of communication.

➢ Usefulness will be moderated by effort, facilitating condition and self-efficacy.

The three conceptualisation continued use do have a separate sub research question as it is covered by the Central research question why is social media adopted by microbusinesses or in this case why do microbusiness owners continue using social media.

➢ The microbusiness owner, based on his/her expectation, will form an intention to use and actually use Facebook.

➢ This will result in perception about Facebook, which could either be negative or positive disconfirmation. If the perception is positive, it means that Facebook exceeds his/her expectation then it may result in short-term satisfaction.

➢ Multiple positive and negative disconfirmations (perceptions) will result in the formation of an attitude about social media. If the positives exceed the negatives then the microbusiness owner will from a positive attitude towards Facebook that may result in continued use of Facebook resulting in to a 'habit'.

(continued)

Table 2.64 Conceptualisation about the individual specific reasons that may make an impact on acceptance, use and incorporation (continued)

SRQ4 What are the requisite traits of a successful social media microbusiness owner? This is the second sub research question, which deals with individual factors. It is divided in two parts: characteristics and personality.

Characteristics

> ➢ Innovativeness of microbusiness owner will impact social media adoption

> ➢ Owners who have tendency to socialise and debate will have higher possibility of success than others

> ➢ Professionals who have higher education level may have lower levels of social media use.

> ➢ Younger owners may out-perform older owners in social media use.

Personality

> ➢ Microbusiness owners may have a Facebook personality (extrovert) and once installed and perceived useful they will have no problem using it.

> ➢ They may be able to display their dependability, emotional stability and agreeableness, which could induce greater confidence of the customer in their business.

> ➢ Overall microbusiness owners who have tendency towards being extrovert, dependable, agreeable and emotionally stable may have a greater success at Facebook.

SRQ5 What are the challenges that may hinder social media adoption? This is the third and final sub research question, which deals with individual factors.

> ➢ Context related challenge such as not suitable for a business may limit Facebook use

> ➢ Maintaining a mental mode of Facebook would be difficult for most owners

> ➢ Lack of knowledge and skill could be overcome by training

> ➢ Return on investment of time would be difficult to be justified for Facebook

> ➢ Access challenges will have an impact on Facebook adoption.

The third table (Table 2.65) provides a comprehensive list of conceptualisations made in Section 2.3 to address second part of the central research questions: Why is social media adopted by microbusinesses? It deals with the organisational factors responsible for acceptance, use and incorporation of social media by microbusinesses.

Table 2.65 Conceptualisation about the organisation specific reasons that may make an impact on acceptance and subsequent incorporation

Central research question - Why is social media adopted by microbusinesses augmented by three Sub Research Questions (SRQ), which deals with organisational factors.

SRQ6 How does type of business influence the social media adoption success?

- ➢ Facebook will help businesses with lower intangibility to increase sales. Business with higher intangibility will use it to counteract the abstractness and educate their customers. Overall, it is expected that businesses with lower intangibility will have more utility of Facebook.

- ➢ Facebook will help business with cosmetic and continuous interaction - the mechanical interactive type to market their products over the other interactive types.

- ➢ Facebook will be sparingly useful (not resulting in direct sales) for businesses with high degree of judgement, customisation and contact time.

- ➢ Service shops will have greater success with Facebook than professional services.

- ➢ Classifying service businesses is a useful indicator and predictor of social media success.

SRQ7 What is the significance of existing customer relationship practices on social media adoption?

- ➢ Relationship pricing – New relations maybe formed as owners may want to reward customers who recommend and promote their business.

- ➢ Internal marketing – Family and friends may form this group who promote the business through their networks on Facebook.

- ➢ Assurance – Facebook may positively impact the assurance determinant of quality thereby increasing service quality and trust.

- ➢ Tangibles – Could be termed as online tangible which may alter website appearance through social plugins.

SRQ8 What activities are present in successful social media adoption?

- ➢ Microbusiness with higher task variety, which is reasonably analysable, will have a quantitative focused Facebook activity (business value).

- ➢ Microbusiness with less analysable task will resort to experience, trial-and-error, observe others and practice simple repetition to perform its Facebook activity (marketing).

- ➢ Facebook can assist in professionalism and specialisation by improving external communication but contingent on the type of service business.

- ➢ Formalisation of Facebook use – (incorporating daily use) would significantly improve the chances of continued use and success.

- ➢ Low professionalism, high formalisation, and high centralisation may assist Facebook adoption.

- ➢ Facebook may incrementally impact activities of external communication.

The fourth table (Table 2.66) provides a comprehensive list of conceptualisations made in Section 2.4 to address second part of the central research question: Why is social media adopted by microbusinesses? It deals with the performance measurement factors responsible for acceptance, use and incorporation of social media by microbusinesses.

Table 2.66 Conceptualisation of the performance measures that may improve acceptance and subsequent incorporation

SRQ9 How can performance of social media be measured?

➢ Social media adoption models may not serve a fruitful purpose for measuring performance but at best, certain metrics such as number of likes maybe used as a proxy measurement to observe performance.

➢ The similarity of the integrated performance model with the result and determinant model may make it amenable for tandem use by serving as a base model with its actual operational measures (for business strategy) useful to quickly initiate an operating system in the microbusiness.

➢ The result and determinant model derived specifically for service businesses may be ideal for measuring social media performance by observing its impact on competitive environment and business strategy. The impact may be contingent on the type of service businesses.

➢ The six propositions (shown below) developed using the survival maintenance model such as social media assisting in survival of business, meeting esoteric goals and perceiving changes in constraints may give significant new non-financial measures to gauge social media performance.

Additional measurement for the microbusiness owner

➢ If survival is the focus, any assistance offered by social media to achieve this purpose should be monitored.

➢ It should be observed if social media helps in meeting the esoteric aims such as altruistic goals, status consideration and professional pride.

➢ Can social media assist the owner in perceiving changes in constraints external and internal to the business and in turn arrange and re-arrange objectives?

➢ Can social media assist in monitoring performance? Frequency of monitoring – Covering initial order to final payment?

➢ Can social media assist the intuition process and display leadership especially during dealing with customers and communication in public forums?

➢ Can social media improve the tangible and intangible non-financial measures?

Figure 2.17 is the pictorial presentation of the social media implementation process in microbusinesses conceived from the literature review.
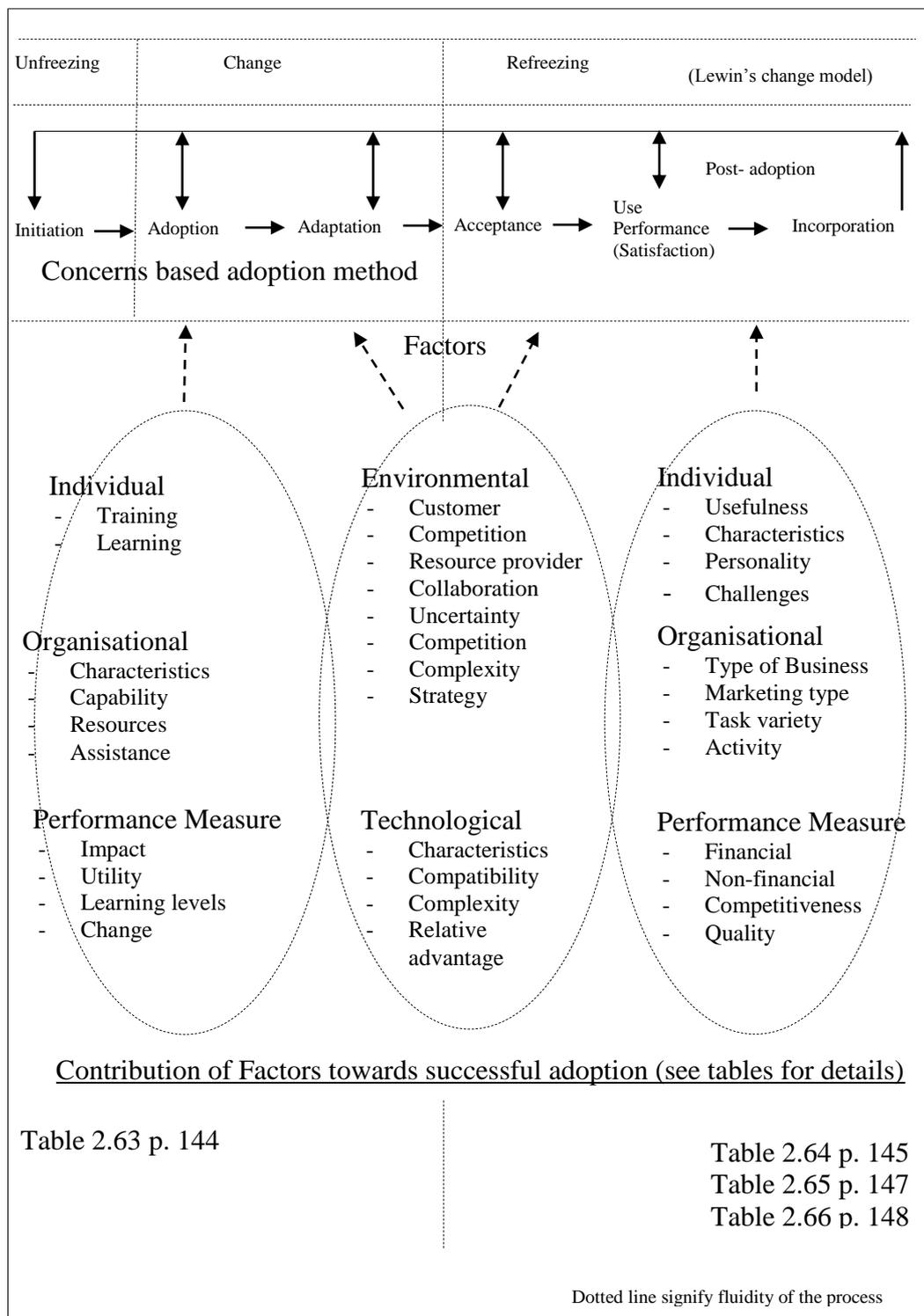
Figure 2.17 The social media implementation process for microbusinesses

2.5.2 Core-categories, categories and concepts (chart of codes) based on the research question.

The theoretical framework helped in deriving four core categories along with sub-categories and concepts, which serve as a set of starting codes to guide the data collection and analysis. As observed in the Methods chapter (Table 3.33 p. 214) two-core categories (organisational factors and performance measures) were added as result of field research, which exemplifies the dynamic nature of the literature review.

Table 2.67 Core category – Initiation, adoption and adaptation process

Categories	Concepts
Method	stages of concerns - levels of use – collaboration with the researcher - quality of the process - relation between expression of concern and success – relation between levels of use and success– relation between expression of concerns and levels of use
Training	Quality of quick start training – degree of customisation – use of instructional material – skill development – impact of training
	Self-training - Usefulness of self-training – role of assistor – control of self-training
Learning	Significance of adult and experiential learning – single and double loop learning – formal over informal – learning style profile – learning style type

Table 2.68 Core category – Individual factors impacting acceptance, use and incorporation

Categories	Concepts
Need for use	Connecting with weak ties – Caring – climbing – campaigning
Actual use	Usefulness - richness – access/quality - advertisement - simplicity – easy to use, social influence Effort – facilitating condition - self-efficacy
Continued use	habit – expectation – satisfaction
Characteristics	innovators or adaptor
Personality	introvert – extrovert – stable – unstable - intellect/imagination
Problems	resources - time - access – broadband

Table 2.69 Core category - Organisational factors influencing acceptance, use and incorporation

Categories	Concepts
Type	Degree of intangibility Degree of interaction – Degree of contact – Degree of customisation – professional shop – service shop
Marketing	Relationship marketing - service quality
Facebook activity	Identity, conversation. marketing, business value, reputation, profitability
Business activity	Task characteristics - variety in task – task analysability – information amount, information equivocality
Business activity	specialisation, differentiation, professionalism, centralisation, communication, age, administration

Table 2.70 Core category - Performance measures impacting acceptance, use and incorporation

Categories	Concepts	Sub-Concepts
Results	Competitiveness	Relative market share and position - Sales growth - Increase in customer base
	Financial performance	Profitability - Market ratio
Determinants (Business strategy)	Service quality	Reliability Assurance Responsiveness – Tangibles - Empathy
	Flexibility	Volume – delivery – specification
	Resource utilisation	Productivity – efficiency
	Innovation	Process – individual
Determinants	Environment	Turbulence-Uncertainty-Complexity-Degree of competition-Customer orientation
Determinants	Business type	Professional service - Service shop

Chapter 3 Methodology

The philosophical context of the research is critical inquiry. Action research is the primary method using qualitative data collection and analysis. Facebook is the technology tool adopted by microbusinesses. Level of analysis is the individual business and its owner. Data collection method uses a mixture of unstructured, semi-structured interviews, structured interviews and structured observation. Data analysis method is based on tabulation, categorisation, abstraction and verification. The research aim to develop a most comprehensive theory and be relevant to its research participants is reflected in the research design. The complex and dynamic research design is presented using tables (52) and figures (12) for helping the reader quickly grasp the data collection and analysis process.

The chapter is divided into six parts as explained below:

- ➤ The choice and method of selection of the research paradigm is first specified. The selection of the research method is justified along with the specific form of action research method. (3.1).

- ➤ The detailed procedure for identifying and selecting participants based on selection parameters and demographics is presented (3.2).

- ➤ The application of the research method, which includes a time line, description of the action research process, participant observation, and online participant observation method, is detailed to present a complete overview of this research process (3.3).

- ➤ The data collection methods, such as unstructured, semi-structured and structured interviews followed by participant observation at the action research sites and online participant observation, is comprehensively explained. (3.4).

- ➤ The data analysis method, such as tabulation, categorisation, abstraction and verification, is explained and a sample of actual tables used for analysing the data is presented. The data analysis procedure of online participant and structured instrumentation data is also explained with the process of inputs of analysis from one method to the other (3.5).

- ➤ Finally, the quality of this research and the satisfaction of the ethical requirements are presented (3.6).

3.1 Critical Research Paradigm using Action Research Method

The research adopts a critical research paradigm and uses action research as the research method to conduct this investigation. Within action research, it uses the Lewin's social change action research model over canonical action research. The purpose of this section is to examine the selection criteria applied for the critical research paradigm and action research method. This is done as follows:

- ➢ The paradigm choice is examined based on the available choices against the requirements of the research to reach a conclusion. Subsequently, the principles of the chosen paradigm are examined to find out if research meets the requirements (3.1.1).
- ➢ The action research method selection process is examined to find its suitability to this research (3.1.2).
- ➢ Selection of the specific type of action research, such as Lewin's social change model over canonical action research, is justified (3.1.3).

3.1.1 Selection of research paradigm based on research questions and relevance.

This research assumes the existence of three competing research paradigms widely embraced in information systems research (Klein & Myers, 1999; Myers & Klein, 2011; Ngwenyama & Lee, 1997) as follows:

- ➢ Positivist
- ➢ Interpretive
- ➢ Critical

Note: Source (Chua, 1986; A. Lee, 1991; Orlikowski & Baroudi, 1991).

Competing classifications, such as functionalist, interpretive, radical humanist, and radical structuralist (Burrell & Morgan, 1979) or, positivist, post-positivist, constructivist, and critical (Guba & Lincoln, 1994), hold less appeal over the three-fold distinction of positivist, interpretive and critical in information system research (Myers & Klein, 2011).

The three factors which form the basis of choice between the three philosophies are:

➢ **Research questions** – The research question examines the process, motivation, enablers, challenges and performance measurement of social media adoption by microbusinesses. The research questions are not satisfied to merely "predict or explain the status quo" (Orlikowski & Baroudi, 1991, p. 19) , but introduce change to transform the marketing practices of the business, induct competitive advantage and overall improve the business of the participants.

➢ **Characteristics of microbusinesses** – Microbusiness is small and non-complex in structure and processes but the complexity originates from (a) the use of tacit knowledge possessed by the owner (b) the number of services provided and, (c) the uncertainty in the market. This complexity is compounded by the integration of marketing, sales, procurement, logistics and administration in one department. The work is distributed among owners and few employees. Introduction of social media initiates change across the business. Social media use may challenge existing knowledge of the owner and compel them to learn new marketing tricks. This phenomena arising out of the learning process is unique and can be comprehended by triangulating interpretive methods with positivistic ones to capture the length and breadth of the change process (A. Lee, 1991; Orlikowski & Baroudi, 1991).

➢ **Desire to be relevant and valuable to the participants** – Finally, the research aims to be relevant and valuable to the microbusinesses who are participating in this research (Orlikowski & Baroudi, 1991). It is about getting the right answers — what will work and what will not in adopting social media. Several prominent information system authors have criticised the over-reliance on positivism (Davison & Martinsons, 2011; A. Lee, 1991, 2010; Mingers, 2001; Orlikowski & Baroudi, 1991; Österle et al., 2010; Paucar-Caceres & Wright, 2011; Robey & Boudreau, 1999; Robey, 1996; Walsham, 1995; M. D. Williams, Dwivedi, Lal, & Schwarz, 2009). The authors have lamented the lack of theoretical development and advised adoption of diverse research approaches and methods.

Based on the three factors, this research cannot be purely positivist since it plans to use a priori as a guideline; it is value laden and reality is subjective enmeshed within the actions of the microbusiness owner. This can be explained in more detail as follows:

➢ A priori fixed relationship does not exist with the phenomena (adoption of social media by microbusiness). Knowledge about the adoption process of social media by microbusinesses is gained from experience hence is considered *a posteriori*. The aim of the research is not to use established adoption theories to test or predict how much of these theories will prove to be useful in explaining adoption of social media by microbusiness. The objective of the inquiry is not to test theory (verify or falsify) and neither undertake to predict the phenomena. Rather the purpose is towards theoretical grounding and interpretation of the phenomena. Nevertheless, the phenomenon is approached with existing knowledge and a set of constructs but the intention is not to prove this framework. It is useful to consider constructs which may be useful in understanding social media adoption by microbusiness. The aim is to understand the relationship between constructs in context of a microbusiness and social media while discovering new constructs which may influence the adoption process.

➤ The inquiry may not be value free since the researcher's viewpoint and knowledge from the a priori may influence the research and data collection process. The research does not provide a descriptive, factual account of the event but an attempt to interpret the data in relation to the research framework and the identified variables. It may not be possible to have a unique best description of the phenomena since every adoption may have some similarities but a number of dissimilarities. The variety in description of the phenomena does not permit nomothetic statements. The researcher and the subject of inquiry (social media adoption by microbusiness) are independent but the intention is to gain insight into the subject and attempt to provide an emic or ideographic observation. This may lead to imposing the researchers' viewpoint on the subject indicating that the inquiry is not value free. Since the general laws are not known and initial conditions cannot be manipulated it is not possible to reproduce the adoption process in microbusinesses. Laws applied can be varied with context and initial conditions will vary from business to business hence making it impossible for the inquiry to be value free. Moreover, the basic purpose of the inquiry is to transform the marketing processes of the participants so it cannot be value-neutral.

➤ The assumption by positivist researchers that "organizations are understood to have a structure and reality beyond the actions of their members" is not true especially in the context of microbusiness (Orlikowski & Baroudi, 1991 p. 9). In microbusiness structure and reality is enmeshed within the action of the owner. The physical and social reality is subjective varying along with the microbusiness owner, which cannot be captured by modelling and using structured instrumentation. However, the owner is rationally motivated by profit but the intentions may be circumcised by individual characteristics and situational factors. For example, the dominant positivist view arising from the theory of reasoned action implies that the participants will be motivated to use Facebook if they are convinced about its utility. This is extremely subjective and depends on the individual participant. Conflict is a social reality, which exists between the owner and a number of stakeholders, including immediate employees. The owner within its perimeter manages the conflict.

Due to the requirements of this research, not matching the demands of a positivist enquiry, a weak constructionist standpoint (interpretive) is adopted for the following reasons:

➤ **A priori**: A weak constructionist standpoint gives the inquiry the benefit of existing research *a priori* and theoretical frameworks, which can guide the inquiry. Moreover, microbusiness owners are thrifty people least interested in theoretical developments and academic knowledge building. If they are approached with a non-expert attitude, it would rarely sink in positively and the participant may lose interest in the investigation. This prompted the researcher to diversify the research method along with multiple data collection points to comprehend the meanings and language of the participants and interpret their actions in the thesis through discussion. By adopting weak constructionism it is intended to compliment the fertile adoption literature in IS which is predominantly positivist. Though it is believed that reality is socially constructed, this research approaches the problem with a beginning set of constructs but without an instrument to measure reality. This is necessary since adoption of information technology is a mature field of study and it is believed that the

benefit of experience accrued over the years by researchers will enhance the ability to understand the social reality. Participants are given the freedom to express their meaning in their own words but it is helpful for the researcher to understand and interpret the words with a framework bringing about coherence and building on existing knowledge. Having a prior framework indicates that the researcher is value laden albeit with the intention of bringing intellect to the investigation.

➢ **Value laden inquiry**: A weak constructionist standpoint helps the researcher by allowing a value-laden inquiry comprising of variety of bias coming from the microbusiness owners, their employees and from the researcher through an elongated interaction with owners. Marketing practices of the microbusiness owner do not follow laid out plans and strategy but depends on daily social practices. They are spontaneous and constantly aligned to the customers' requirements and market conditions. The practices are not written and do not follow a set of rules and regulations, rather it is a set of tacit knowledge largely instilled inside the owner. This knowledge is based on experience and partially transferred to the employees through action, human interaction, and language used to describe the best practices in a particular situation. When the social media tool is implemented with the intention of augmenting the marketing practices, it automatically inherits the base marketing practice instilled in the organisation. It then becomes imperative to understand this practice by capturing the description and explanations through language from the owner. The explanations are causal and in some cases they are circular or reciprocal. For instance, a participant points out that they do not want to bombard customers with constant updates since they feel that the customers may feel violated. This points out that the owner maintains sufficient distance in its current marketing practice giving primary importance to privacy of the customer and takes this on board when implementing the new tool. A second instance where another participant constantly bombards customers with deals through radio and print media takes on board this practice with the new tool. As they experiment with daily deals and find success they enhance their efforts in providing more deals as desired by the customer.

➢ **Social reality**: A weak constructionist standpoint helps the researcher to approach the social reality, which is enmeshed within the microbusiness owner as they associate their own subjective and inter-subjective meaning during interaction on Facebook with a larger goal of meaningful interaction with their customers. The nature of relationships of the participants with their customer is primarily dynamic and sometimes conflictive. The researcher tries to understand the interaction on Facebook by accessing the meaning assigned by the microbusiness owners. The research does not aim to provide factual accounts of events and situations but a subjective and shared understanding of the interaction. The research attempts to undertake deeper understanding of the interaction within cultural and contextual situation. For example, the participants assign importance to the social media tool in exchange to gain customers, maximise business and ultimately make profit. They have a common belief that the tool will help them to achieve the goal. This belief motivates them to interact, which reproduces social reality. The research merely attempts to interpret this social reality.

A weak constructionist standpoint (interpretive) helps the researcher to meet the objective of the research to generate premises and hypotheses for future research.

At the other extreme, the research attempts to criticise/transform the existing marketing practices of the participants. These practices are deep seated and based on the individual's personal experiences and interaction with the social system. In certain cases, the research attempts to criticise these practices and recommend alternative practices. Conflict arising out of these situations leads to modifications of the social reality which changes over time. For example, as the participants continue to use Facebook, some may drop out since their perception and goals may not be achieved. While others may use Facebook since it may have benefitted them assigning a different meaning, which is displayed in their actions (by greater use of the Facebook). While in other cases, the original meaning attached may change, such as a greater customer engagement tool rather than a customer acquisition tool. This change takes place over time as circumstances, objectives and constituencies change. The research question is not satisfied by merely examining the status quo but implementing change, transforming marketing practices and in doing so transforming the microbusiness owner.

A weak constructionist standpoint (interpretive) cannot consider making changes to the social reality and neither allows transformation in the participants. Moreover, the interpretive epistemology is constrained by the nature of participants and interpretation bias arising out of voluminous data. Six such limitations of the interpretive approach is identified which could influence the results of this research.

Out of the six, the most primary limitation is based on the nature and behaviour of participants.

> ➢ If the participants "are confused, unaware or deceptive" this could have an adverse affect on the results of the inquiry (Orlikowski & Baroudi, 1991 p. 17). This is similar to the principle of suspicion (Klein & Myers, 1999). For example, the participants feared using Facebook since they were confused with the type of interaction, especially fearing backlash from irate customers. In other cases, paucity of time made the participants deceptive to the extent that they agreed that the social media tool was useful for their business but did not use the same. The deceptive nature of the participants led the researcher to rely on observation data and field notes.

> ➢ Interpretive approach deals closely with the participants on a multiple interaction basis leading to the generation of a large volume of field notes and the transcript of an unstructured interview. The entire data cannot be made available for scrutiny due to practical reasons and excerpts are quoted leading to larger bias in

interpretation and selective evidence.

➤ The third issue arises from a trade-off between the focus on the subject of inquiry and its relation to other aspects of the business. The research particularly focused on use of social media which lead to little appreciation and understanding the influence of other processes within the business. The businesses used social media primarily for marketing purposes and this led the research to understand the marketing process in detail since it directly affected social media adoption. It was not possible due to practical limitations to understand how other processes within organisations affected adoption of the social media process.

➤ In certain cases, external conditions will have influence on the decisions made by the owners. External condition is the fourth limitation of interpretative investigation. The research focuses on the owner and the business but does not consider any external condition which influences the owner. For example, the participant may be influenced by their parent business being a franchisee and the participant does not reflect this. In another situation, the external conditions extended to ethnic community or influence of family and friends are not directly considered as significant but their role is acknowledged.

➤ Interpretative research fails to capture social reality, which arises from unintended consequences of action. For example, the appointed service personnel in charge of the social media suffered a personality crisis due to the mixing of personal and business life which led to the creation of mock social media accounts. In another instance, the participants spread out to explore new avenues by making new pages that indirectly influenced their use and viewpoint but the same did not form part of the study.

➤ Microbusiness experience structural conflicts such as differences between generations of owners or power struggle between the woman and men owner. These structural conflicts are reflected in participant account of actions being inconsistent with actual behaviour. For instance, the travel company promises to act but does not act. Behaviour inconsistency can be explained by speculation but interpretive research is not able to address such structural conflict.

Based on this discussion above, the third option critical research seems to be more suitable for the following reasons:

➤ This research aims at transforming the marketing function of the business.

➤ It intends to change existing marketing practice, recommend new practices.

➤ Participants maybe unware or deceptive.

➤ Other aspects of the business including external conditions can be considered based on positive transformation of the owner.

➤ Unintended consequences can be critically evaluated.

➤ Examine structural conflicts from a critical standpoint.

In the interest of being relevant and valuable by using *a priori* insight into the microbusinesses, which act as a guideline for the intervention, be a part of the study as an independent observer and transform the participant business by improving marketing practices this research proposes to use the principles of the

critical research philosophy. (Baskerville & Wood-Harper, 1996; Myers & Klein, 2011; Orlikowski & Baroudi, 1991). On the other hand, it also intends to retain the weak constructionist standpoint (interpretive) such that a middle path of "critical interpretivism" (Doolin & McLeod, 2005; Myers & Klein, 2011; Myers, 1994) may be most appropriate.

The research uses the three modes of critical social action (communicative, discursive and strategic) (Habermas, 1984; Ngwenyama & Lee, 1997) to transform the marketing practices of the microbusiness owners. It uses communicative action to interact with the participants by understanding their language and jargon through the examination of similar business Facebook scripts. Conflict (between the researcher and participant) is managed using discursive action by achieving agreement for joint action (e.g., devotion of time to use Facebook, posting of deals and so on). Strategic action is applied by tempting the participants to use Facebook (showing success of comparative businesses) to meet the researcher's objective for understanding the six step implementation process and the five factors for development of the most comprehensive and practically useful theory of information system implementation.

This research successfully meets the six principles of critical research, besides one about social elevation of the participants in the absolute sense as required by the principle. Critical information systems research requires social elevation of the participants by solving some social problems, unfair social practices or freedom from poverty through the use of information system/technology (Kanungo, 2004; Myers & Klein, 2011). However, such elevation was not performed in this research. Nevertheless, the research does try to perform a minimum elevation to the under-served section, such as microbusinesses, and meet the requirements of the other six principles as justified in Table 3.1.

Table 3.1 Responses to the requirement of the principles of critical research

Principles	This research
The element of Insight	This research draws insight from a number of theories and draws propositions akin to *a priori* to predict and explain the social media adoption by microbusinesses. A huge iterative theoretical base is established as listed in 2.5 p. 143.

The element of Critique

Using core concepts from critical social theorist	This research uses the communicative action theory (Habermas, 1984) for intervention, data collection and analysis. The same concepts were applied for evaluating Facebook scripts (Myers & Klein, 2011; Ngwenyama & Lee, 1997).
Taking a value position	This research attempts to create an equal opportunity for microbusinesses within their target select audience in comparison to larger brands and businesses by leveraging social media. This research also attempts to move power in the hands of the microbusiness (from radio and print media) through organic and viral marketing (Habermas, 1990; Myers & Klein, 2011).
Revealing and challenging prevailing beliefs and social practices.	This research reveals the limitations of the existing marketing practices. It shows the participants on how to improve their learning processes, improve innovativeness, and focus on existing customers rather than seeking new customers and measure performance, based on quality rather than the existing simplistic revenue models.

The element of transformation

The principle of individual emancipation	The researcher initiates self-training whereby the participants can train themselves and improve on a continual basis. It forces them to think and take advantage of Facebook to circumvent traditional advertising medium and reach their customers. It also teaches them how to use their existing customers to gain new customers by initiating word of mouth. The participant through examples is made to see the advantage of building a reputation through Facebook especially for professional services. At least one of the participants is successfully building a knowledge base and reputation through Facebook. Finally, the participants are made aware of their limitations in terms of personality, learning process and innovative characteristics and made to actively think on ways to improve upon them.
The principle of improvement in society	Microbusinesses are a group of under-served section, which are neither the focus of management institutions such as universities nor the government. Yet they perform an important job at the micro level providing customised service, which the bigger businesses are not capable of delivering along with generating self-employment, creating competition and revenue for the country. Assisting microbusinesses to improve their focus and competitive advantage by the use of Facebook may easily constitute as improvement to the society.
The principle of improvement in social theories	The research envisages improvement in the starting theories by giving evidence on an explicit truth, which leads to fallibility and self-correction. The improvements to theory can be viewed at 6.2 p. 467

3.1.2 Selection of the action research method.

Action research is selected based on the following three requirements of this research:

> ➢ The basic purpose of this research is to examine the technology implementation over the six phases: initiation, adoption, adaptation, use, acceptance and incorporation. The first three phases require intervention in the natural settings which would require intervention method such as action research.

> ➢ The use of action research by other microbusiness investigation as part of technology adoption investigation as listed in Table 2.3.

> ➢ The dominant interest is the process of adoption and the development of technology adoption methodology.

An action research approach in the backdrop of other approaches is shown in Figure 3.1.

Adapted from Järvinen (2000) p. 125
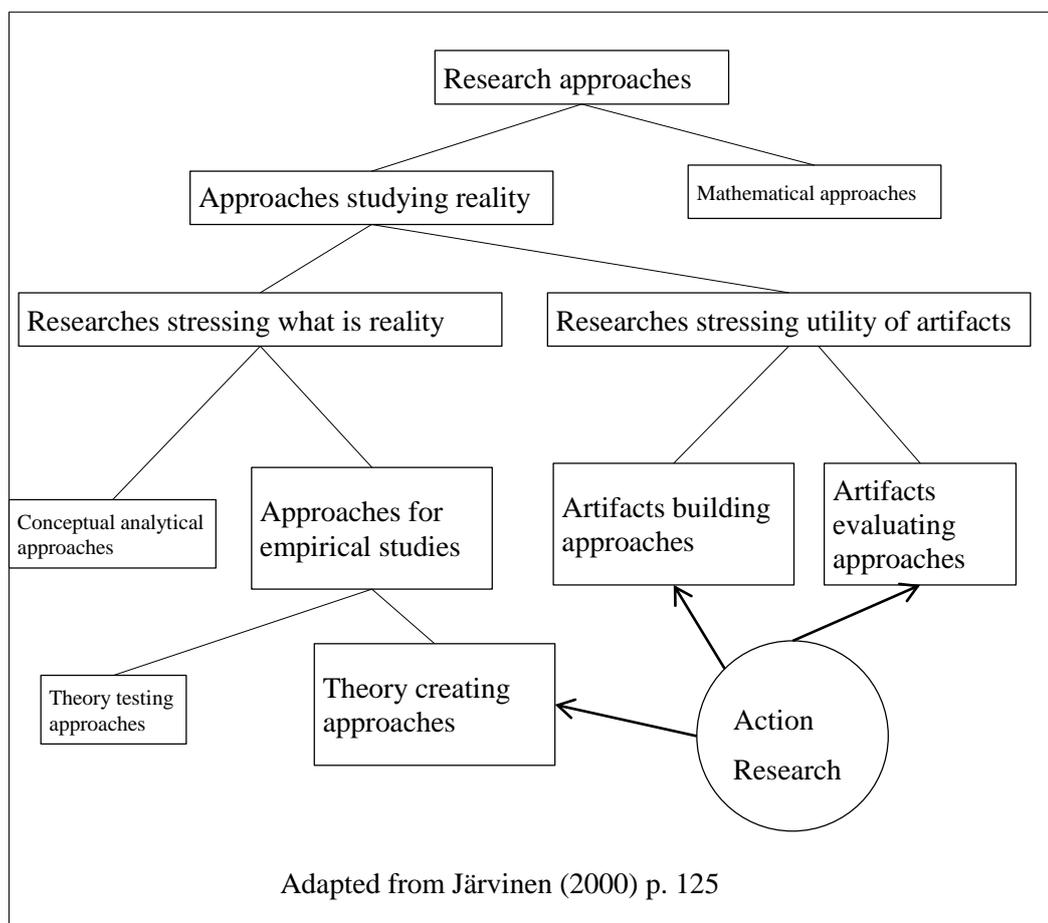
Figure 3.1 Research Approaches

Technology implementation, such as social media, is research, which essentially stresses the utility of the artefact — in this case Facebook. The researcher is trying

to evaluate the utility of Facebook in a natural setting and create theory through multiple intervention.

The research is an empirical study with the objective of building an artefact (social media adoption method for microbusinesses) and evaluates a technology, such as Facebook, with purpose of theory creation; hence as indicated, action research is the best method to meet the requirements of this research.

Action research is applied in the following three situations (Baskerville & Wood-Harper, 1996):

- ➢ "Active involvement of the researcher with expected benefit for both the researcher and organization" (p. 239). The researcher is actively involved in day-to-day implementation of the social media tool within the microbusiness. The participant benefits from the installation of a new marketing and customer communication system. Researcher benefits from close interaction, feedback and an opportunity to observe the process of social media adoption. This pragmatic viewpoint is the underlying philosophy of action research (Baskerville & Myers, 2004).

- ➢ "The knowledge obtained can be immediately applied…an active participant wishing to utilize new knowledge based on an explicit, clear conceptual framework" (p. 239). The knowledge gained from the implementation process through active involvement can be immediately applied. Knowledge generated from observation and interaction will enrich existing adoption theory and allow for "guided emergence" of theory (Baskerville, 1999; Sein et al., 2011).

- ➢ "The research is a cyclical process linking theory and practice" (p. 239). The weak constructionist orientation is consistent with this approach. The researcher approaches the implementation process with existing theory. In practice, the theory is adapted and refined through two cycles before a modified contextual and situated theory emerges.

3.1.3 Selection of specific form of action research: Social change model.

Ten forms of action research are identified by Baskerville and Wood-Harper (1998). The framework used by Baskerville and Wood-Harper (1998) has four elements, which are process, structure, nature of involvement of the researcher and goal of the research. The process can be *iterative*, *reflective*, or *linear.* The structure can be either *fluid* or *rigorous*, which is linked to delineating the fixed phases of diagnosis and subsequent therapy to alleviate the problem. The involvement of the researcher can be *facilitative*, *collaborative* or *experimental,*

and goals can range among *organisational*, *system*, or *theoretical development*. Process and structure is related to rigor, and nature of involvement and goals of the research are related to validity of the research.

Canonical action research is regarded as following an iterative process with a rigorous structure where the researcher is involved in a collaborative capacity with the goal of theoretical and organisational development (Baskerville & Wood-Harper, 1998). Multiview is a method where the researcher can choose to be partly iterative or linear; structurally fluid or rigorous while being involved as either doctor, facilitator, emancipator or social warrior, and also have multiple goals (Baskerville & Wood-Harper, 1998).

The principles of the dual cycle method (McKay & Marshall, 2001) and the pluralistic principles of multiple methods (Chiasson et al., 2009) can be used to envisage an extended action research method. The interactive approach proposed by Chiasson et al. (2009) uses the "trial and error and interactive exchange of knowledge between the research and problem solving cycles" (p.50) to extend action research but does not provide the researcher with the necessary processes on how to perform such interaction. Since canonical action research is a widely used and accepted method (Davison, Martinsons, & Kock, 2004) and subsequent research by Sein et al. (2011) and Davison et al. (2012) enhance and issue guidelines for its quality control, its origin and use are examined in detail.

Canonical action research has been found to be a powerful method to study the introduction of new technologies in business environments (Davison & Vogel, 2000; Kock & McQueen, 1998b; Puhakainen & Siponen, 2010; Tang, Yasa, & Forrester, 2004). However, some issues with its use have been identified, such as the lack of flexibility and spontaneity (Braa, Monteiro, & Sahay, 2004), difficulty in following the unidirectional phases (Street & Meister, 2004) and problems in simultaneously building and evaluating a new technology (Lindgren et al., 2004). Braa et al. (2004) highlight the need for flexibility in process, structural fluidity, multiple roles of the researcher and having an overriding concern about meeting the requirements of the participant. Lindgren et al. (2004) faced the problem of balancing theoretical development (design principles) with systems development (IT prototype) "and inferring use data back to theory (evaluating/specifying

learning)" (p. 468). Lindgren et al. (2004) suggest that canonical action research and the dual cycle method cannot address the issues in design oriented action research. Street and Meister (2004) in their investigation of small businesses report that "while stages occurred sequentially, the boundaries as described in Figure 1 between each stage were not as unidirectional as the diagram would make them appear" (p.483). Similar opinion has also been given by others such as: "In practice, there is a substantial overlap and circularity linking of these phases; and they are laid out here for analytical purposes without seeking to suggest that there is a linear chronology between these phases at all times" (Forte, 2004, p. 223).

The development process of the action research method seems to suggest that it has been transformed from a social change model to a problem-solving model through the course of various modifications and mutations. The changes are shown in Figure 3.2.
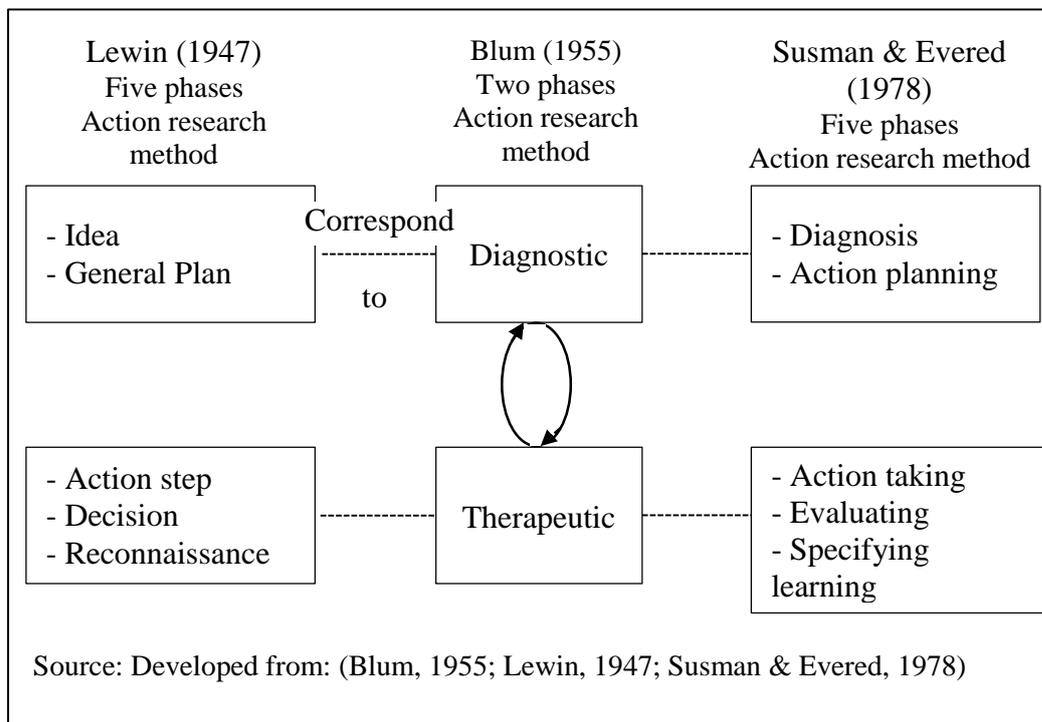
Figure 3.2 Comparison of phases of action research method

The figure shows the phases of action research methods and its change to a diagnostic model by 1978 showing the tendency that action research can be used to solve problems in organisation. The two stages of diagnostic and therapeutic seem to suggest that action research is beneficial only when a problem exists and a satisfactory solution has to be found for the research to be considered action research (Baskerville & Myers, 2004). A closer look suggests that the corresponding phases to diagnostic are idea and general plan. This two phases (idea and general plan) do not seem to indicate any form of diagnosis but a more expansive phase wherein an idea could be implemented according to a plan. The implementation of idea and diagnosing a problem are two different aspects which seem to have been introduced to use action research to solve problems. The original Lewin method of implementing social change is shown in Figure 3.3.
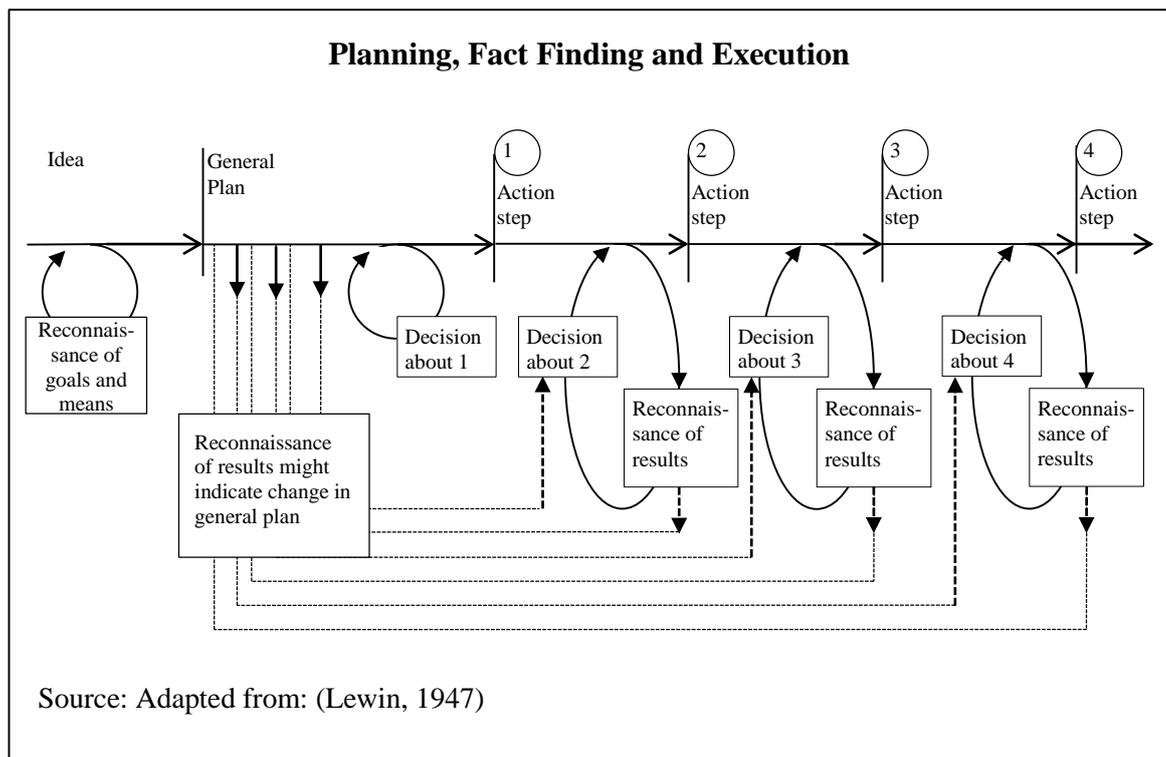
Figure 3.3 Lewin action research method

The original investigation of Lewin when scanned for the purpose and use of the method it was found that the basic purpose was to implement social change, such as changing food habits of expectant mothers (Lewin, 1947, 1958). The term 'diagnose' in this paper is used to examine the effect before and after the implementation of change. Nowhere was it found to be suggested that the method

which is now called action research was to be used to solve problems but rather it was positioned as a model for implementing social change. Such social change may be for alleviation of a problem but largely the idea and general plan phase can also include the idea to implement a technology with the general plan of gaining new customers or reputation in the overall marketing plan of the business.

The Lewin social change model is selected over canonical action research as the specific action research method. This is because unlike canonical action research which intends to solve a problem, this research has the idea of implementing social media to bring about change to current marketing practices of the business. It conceptualises that the Lewin social change process model will work in tandem with concerns based adoption method to provide the methodical process support for smooth implementation of technology in microbusinesses. The Lewin social change model is mixed with participant observation, online participant observation and Effective Technical and Human Implementation of Computer-based Systems (ETHICS) (Mumford, 2001) as required to get closer and better perspectives. Such mixing is permissible and recommended by several authors who have proposed embracing diversity in research methods (Chiasson et al., 2009; Davison & Martinsons, 2011; Mingers, 2001; Robey, 1996). This research follows the recommendation and examines the adoption of social media by microbusinesses from various angles (multiple data sources for triangulation) to get a comprehensive picture. It uses the dominant design type from Mingers (2001) wherein action research is the dominant method and other methods contribute during the data collection or the evaluation of results stage. Despite mixing methods overall this research can be constituted as an action research method since the other methods are types of action research (Baskerville & Wood-Harper, 1996) often used in conjunction (Kock, 1997). Using this logic the researcher mixes multiple action researcher methods to serve the research questions and maintain relevance for the participants.

3.2 Identification and Selection of Participants

The total number and type of participants is indicated in Table 3.2.

Table 3.2 Quantity of participants

Type of participant	Identified	Selected
Action research (3.2.1)	27+34	14+20 (45 individual participants)[1]
Participant observation (3.2.2)	Opportunistic	5 Microbusiness owners + 112 customers
Online participant observation (3.2.3)	126	37

Note: 1 = 45 is the number of actual individual participants from 34 microbusinesses.

As shown in the Table 3.2, this section is divided into three subsections which explain the various parameters (actors, settings, events and processes), used to identify and select each type of participants. The selection of the participants was subject to ethical approval from the University of Waikato, which is exemplified later in 3.6 page 228.

3.2.1 Action research participants: Identification and selection.

A complete list of participants along with chronological sequence of addition is shown in Figure 3.8 page 181. Despite the lucid presentation of the selection method, it is acknowledged that at the start of the research process, microbusinesses who agreed to participate were taken on board. Subsequently, they were fitted into classifications based on actors and settings.

3.2.1.1 Method of identifying action research participants.

Participants are identified using the following six methods:

1. Looking for similar participants from past investigations as reported in literature review (Table 2.3 on page 39).
2. Advertisements in local newspapers.
3. Attending seminars organised by the local chamber of commerce.
4. Local social media events.
5. Job-search websites
6. Door-to-door cold calls.

The researcher attended two seminars organised by the local chamber of commerce on use of social media by small businesses. These seminars were beneficial for the researcher to understand the present focus of the speakers (speakers and sponsors were generally vendors of website development and advertising businesses looking for new customers). The researcher scouted the attendees to find microbusinesses. It was explained to prospective businesses that they could get help to adopt social media free of charge while the researcher would benefit by studying the adoption process.

A formatted sales pamphlet containing information about the research project was used as a handout for prospective participants (Appendix 2). This process along with advertisements of the participants in a local newspaper resulted in the identification of 27 participants during Cycle 1. Another 34 prospective participants were identified primarily using cold calls and probing job search websites in Cycle 2.

3.2.1.2 Initial question-set to choose and screen prospective action research participants.

The researcher explained to the prospective participants, through a face-to-face interaction, the three aspects of the research:

➢ Purpose of the research,
➢ Benefit for the participants and,
➢ Benefit for the researcher.

Most have a shop front making it possible for the researcher to walk up to them during a lean hour to talk, discuss and collect their feedback. The discussion focused on the following topics:

1. How many people work in the business?
2. Do you have an email address?
3. Do you have a website for your business?
4. Assess the level of English literacy

The questions framed were used as a basis for discussion with the businesses and their responses were reproduced later from memory as memos for analysis. These four questions formed the basis of elimination of the prospective participants. It was expected that they should have:

1. Less than 9 people working in the business
2. An email address which they use for business correspondence
3. A functional website and,
4. Capability to communicate in English.

Thirteen participants were dropped in Cycle 1 and 14 participants were dropped in Cycle 2 due to not conforming to the initial criteria. The initial screening led to the identification of 14 participants in Cycle 1 and 20 participants in Cycle 2.

(In Cycle 2, two participants found from the job search websites were paid participants. The researcher provided social media related help, which included helping them with setting up of the Facebook page along with other services, such as search engine optimisation, setting up of website and integration with the Facebook. The compensation attributed towards providing social media services was in the range of NZ$200-250 for each participant.)

3.2.1.3 Examining value and relevance of research questions and participants.

The screened prospective participants were subsequently used to examine the value and relevance of the central research question **RQ - How and why is social media adopted by microbusinesses?** Along with the significance of the research question, it was also necessary to examine the suitability of the participants to answer the research questions. The participants were evaluated using the following eight questions:

➢ Were they (businesses) trying to use social media?

➢ Are their competitors using it?

➢ If they are not using it, why?

➢ Do they have any idea about social media?

➢ Which tool, for example Twitter or Facebook, would they use?

➢ What is the reason for this choice?

➢ What do they want to achieve by using social media?

➢ Are they looking to outsource it or do it themselves?

The questions examine both the suitability of the participants against the research question as well its value and relevance. All the participants identified through initial screening were found suitable for this research. They were all interested in using social media for their business but had not tried it since they were not sure about the technology. Prima facie, it was established that microbusinesses did perceive difficulty in using social media tools due to lack of knowledge leading to various questions, such as privacy and negative backlash from customers. All the participants had heard about Facebook but not a particular Facebook page.

Due to its popularity over other social media tools, Facebook was the best choice for them. Similarly, everyone wanted to use it for gaining new customers. They wanted to try it for themselves since they perceived that it was something, which enabled them to circumvent paid advertising and reach out to a larger spectrum of prospective customers. Finally, some of the participants were indeed keen to use Facebook since similar businesses were using it successfully. The answers to these questions indicated that the research question was relevant for the microbusinesses. The most significant indicator of relevance is their agreement to be part of the investigation. This exercise could also establish for the researcher that the participant would be able to provide sufficient data necessary to answer the research question.

3.2.1.4 Sampling parameter for selecting action research participants.

The sampling parameter is limited to actors (microbusiness owners) and settings when selecting the 14 participants in Cycle 1 and 20 participants in Cycle 2. The characteristics of the actors and settings are particularly important because they help in illuminating specific areas of the conceptual framework and research

questions (see Section 2.2.2.1 on page 94 & Section 2.3.1 on page 104). (In a technology adoption action research project, it is not possible to choose participants based on events and processes since the events and processes do not exist prior to the intervention.) The results of the investigation compare settings, and actors identify similarities and differences between successful and failed cases. The objective in Cycle 1 was to observe several settings and actors to increase the explanatory power of the study. Cycle 2 builds up on the learning from Cycle 1 in an attempt to provide contextual generalisation.

The characteristics of actors and settings are evaluated based on four sub-categories:

Actors	Settings
➤ Age	➤ Sales channel: Physical, online business, customer premises
➤ Experience	➤ Degree of intangibility of services
➤ Qualification	➤ Degree of interaction and customisation
➤ Gender	➤ Service type: Service shop or professional service

The distributions of the participants based on the four sub-categories are displayed in Figure 3.4 and Figure 3.5. The actors in Cycle 1 were younger and had less experience and qualifications than the actors had in Cycle 2. Gender was an equal distribution. The classification based on degree of intangibility, interaction and customisation moves on a continuum of retail to pure service businesses. Figure 3.5 show that the participants in Cycle 2 had a higher degree of intangibility and customisation. They had higher contact with their customers and a larger portion of them would be considered professional services as described in the literature review (Section 2.3.1 on page 104).

The choice in Cycle 1 is based on theoretical replication in relation to the wide range of theories considered in the conceptual framework. This is narrowed down in Cycle 2 using a literal replication strategy so that the cases can corroborate each other. The theoretical and literal replication along with the relevance of associated theories is discussed next.
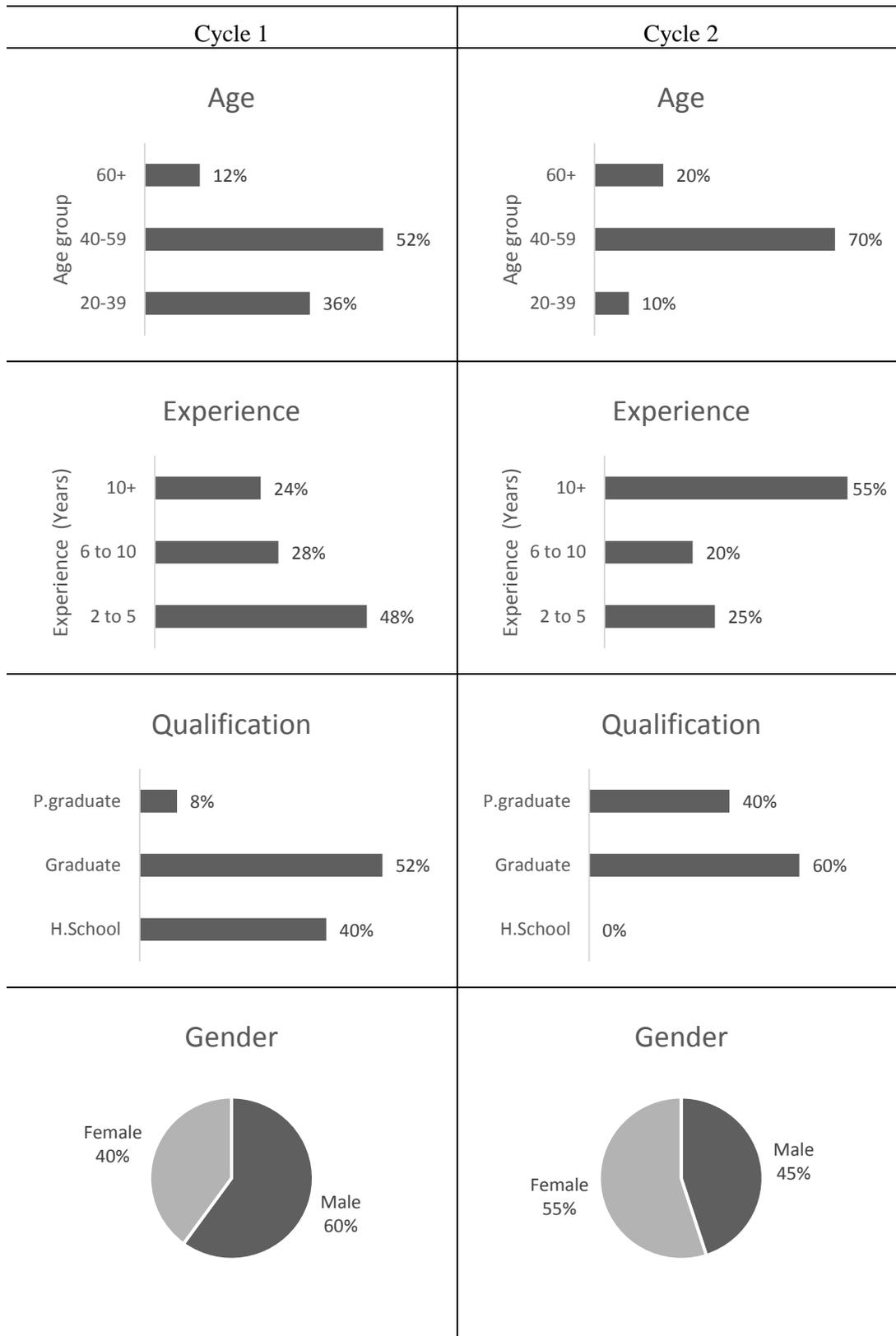
Figure 3.4 Characteristics of the actors (action research participants)

Cycle 1	Cycle 2

Sales channel (Cycle 1)

- Customer premises — 36%
- Click and mortar — 21%
- Brick and mortar — 100%

Sales channel (Cycle 2)

- Customer premises — 60%
- Click and mortar — 15%
- Brick and mortar — 100%

Degree of intangiblity (Cycle 1)

- High — 36%
- Medium — 36%
- Low — 29%

Degree of intangiblity (Cycle 2)

- High — 80%
- Medium — 20%
- Low — 0%

Interaction (Cycle 1)

- High — 21%
- Medium — 43%
- Low — 36%

Interaction (Cycle 2)

- High — 80%
- Medium — 20%
- Low — 0%

Service type (Cycle 1)

- Professional service — 36%
- Service shop — 64%

Service type (Cycle 2)

- Professional service — 100%
- Service shop — 0%

Figure 3.5 Characteristics of the settings

Note: Degree of intangibility, degree of interaction, degree of customisation and the subsequent classification of professional service or service shop is based on researcher's perspective and evidence from the literature review. This data was further examined and evaluated during data collection.

3.2.1.5 Literal and theoretical replication for selection of action research participants.

The 14 selected participants in Cycle 1 and 20 in Cycle 2 met the criteria of theoretical and literal replication. Theoretical replication applied for selecting participants in the Cycle 1. A wide theoretical base comprising of multiple theories guide the research process. The presence of a large number of different adoption theories leads to identification of the most relevant theory or the most relevant constructs from multiple theories. A "theoretical replication" strategy is chosen with the intention of predicting contradictory results (Benbasat, Goldstein, & Mead, 1987). Using this strategy, diverse actors from diverse settings are selected, each unique from the other but having some overall commonality (Figure 3.4 p. 172 and Figure 3.5 p. 173). Such strategy would increase explanatory power of the research by analysing data from varied actors and settings. For example, the viewpoint of several actors about access being more important than quality in choosing a communication medium contradicts the media richness theory and supports the access quality theory. However, few of the actors found that the Facebook interface provided a richer method for interaction with their customers, supporting the media richness theory leading to contradictory evidence. Literal replication applied for selecting participants in Cycle 2. In Cycle 2 20 prospective microbusinesses were either from the medical or consultancy sector. For the second cycle, the "literal replication" tactic for reporting similar results is followed. What was learnt from Cycle 1 led to deeper examination of the high contact service businesses, such as dentists, chiropractors, homeopaths and midwives — all of which are predominantly professional services. Other dominant microbusinesses in service industry, such as one-to-one business training, and small business mentors providing consultancy service in information technology, accounting or financial consultancy, require a high level of personal contact, word-of-mouth referrals and a certain level of trust. Both types were purposefully selected with the intention of generating similar results, such as failure of the media richness theory to explain negligible adoption of the Facebook page.

3.2.1.6 Distinguishing between successful, not so successful and failed action research participants.

Successful participants were defined as those who gained new customers and failed participant were defined as those who abandoned using Facebook. Participants were considered highly successful who gained new customers and proactively continued using Facebook. Not so successful participants were the ones who may have gained new customers and made infrequent use of Facebook. The researcher uses this definition since the other method based on use (duration, frequency, and intensity) would have poised verifiable data collection issues. Related to use data is the quantitative social media metrics such as number of followers, visits and comments. This data is related to the number of customers of and type of the business for e.g., Computer may have more likes than Homeopath. To avoid such ambiguity gain of new customer and continued use of Facebook are considered as a non-ambiguous, obtainable, verifiable and important parameter to distinguish between successful and non-successful participants.

3.2.2 Participant observation at action research site.

The process of selection of the candidates for participant observation was opportunistic being done solely at sites where owners agreed. Participant observation was performed in Cycle 1 at the site of Food, Computer, Cake, Beauty and Travel. Table 3.3 provides a list of participants with demographics.

Table 3.3 Demographics of customers interviewed during participant observation

Participant	Customer (C) pseudonym	Age[1]	Gender	Total
Food	C1.5, 1.6, 1.8, 1.9, 1.10, 1.12, 1.13, 1.14, 1.15.	30-50	7F/2M	15F/2M = 17
	C1.1, 1.2, 1.3, 1.4, 1.7, 1.11, 1.16, 1.17.	50+	8F/0M	Customers
Computer	C2.1, 2.3, 2.7, 2.9, 2.11, 2.12, 2.13, 2.14, 2.25, 2.27, 2.37, 2.44, 2.46, 2.51, 2.52, 2.53, 2.54, 2.58, 2.62, 2.67, 2.69, 2.74, 2.75, 2.76	Teenagers	7F/17M	
	C2.2, 2.4, 2.6, 2.8, 2.10, 2.16, 2.17, 2.18, 2.19, 2.20, 2.21, 2.22, 2.23, 2.24, 2.28, 2.29, 2.31, 2.32, 2.34, 2.36, 2.38, 2.39, 2.40, 2.43, 2.47, 2.48, 2.49, 2.55, 2.56, 2.57, 2.64, 2.66, 2.70.	30-50	5F/28M	20F/56M = 76 Customers
	C2.5, 2.15, 2.26, 2.30, 2.33, 2.35, 2.41, 2.42, 2.45, 2.50, 2.59, 2.60, 2.61, 2.63, 2.65, 2.68, 2.71, 2.72, 2.73	50+	8F/11M	
Cake	C3.1 to C3.5	30-50	5F	5 Customers
Beauty	C4.1 to C4.3	30-50	3F	3 Customers
Travel	C5.1 to C5.11[2]	50+	F	11Customers

1 = Age is approximate. No direct data collected. Perception of the researcher.
2 = Data collected by the participant through its travel agents.

Overall, 112 customers were interviewed (101 directly by the researcher and 11 by the agents of the participant 'Travel') to collect feedback. The researcher faced three limitations during selecting participants for this process. First, though a conscious attempt was made to approach customers so that even distribution could be achieved in terms of age and gender, this were not always possible. The specific nature of businesses, such as Computer (male dominated) and Cake and Beauty (female dominated), did not make it possible in all fairness. Second, due to the varied size of the businesses, equity could not be maintained in the number of customers interviewed. Finally, participants themselves objected to extensive questioning of their customers (Cake and Beauty), arguing that this was not warranted and was unnecessary, resulting in aborting the process midway.

3.2.3 Online participant observation: Identification and selection of participants.

The researcher selected 37 participants for online participant observation by applying selection criteria of sampling parameters and literal and theoretical replication. Screening of the 37 participants for online observation was performed in two stages.

First, a list of 126 prospective participants was identified by examining 500-plus businesses using a mixture of Google search and the search function within Facebook. Websites of these businesses were examined primarily to ascertain if they were microbusinesses.

Second, the sampling parameters of settings and actors were applied to 126 prospective participants to arrive at the finally observed 37 businesses. The distribution was similar to the action research participants (Figure 3.4 p. 172 and Figure 3.5 p. 173).

Additionally, demographic filters were applied, such as focus on developed countries, Facebook starting date centred on 2010, even distribution of total number of 'likes' and a reasonable quantity of updates (500-100) as shown in Figure 3.6.

Country-wise distibution

others	19%
UK	11%
NZ	14%
Australia	19%
USA	38%

Facebook inception year

2011	30%
2010	41%
2009	24%
2008	5%

Distribution of likes

100-20	8%
500-100	30%
1000-500	30%
5000-1000	32%

Distribution of updates

100-2	32%
500-100	49%
1000-500	14%
1500-1000	5%
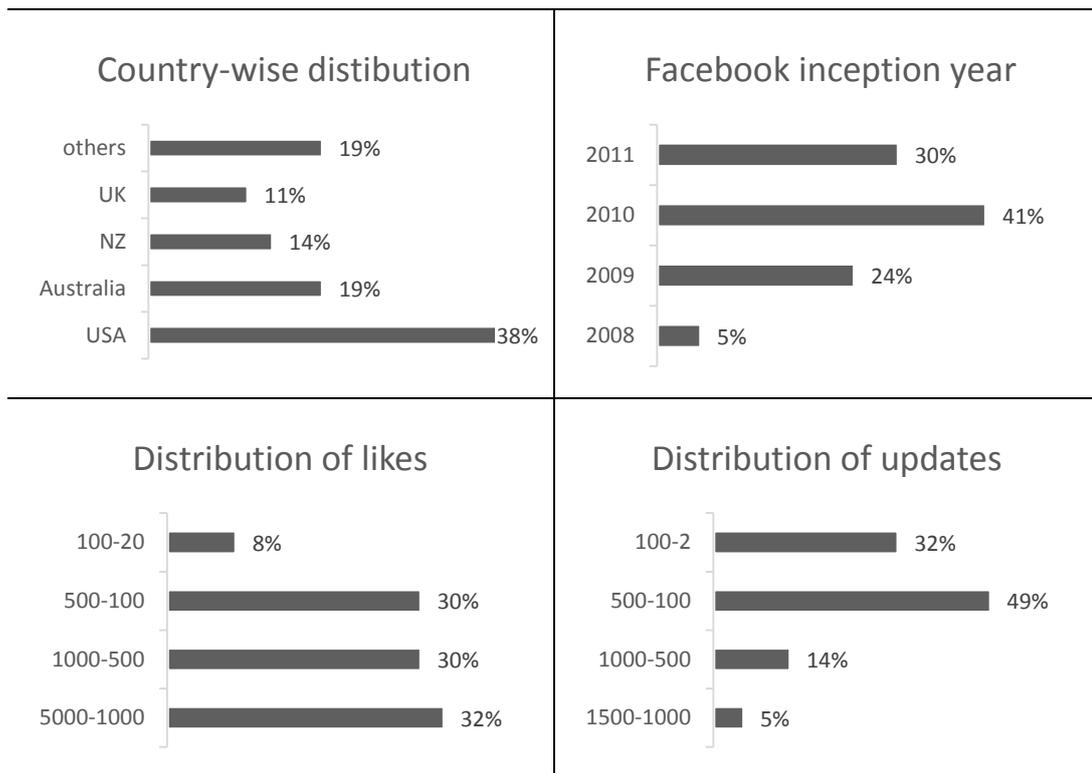
Figure 3.6 Demographics of the online participants
Note: Data updated and valid until Dec 2012

The prospective participants were then measured for meeting the requirements of five events as shown in Table 3.4.

Table 3.4 Details of sampling parameter "events" for selection of online participants

Events	Unit	Scales[4]			
		High	Medium	Low	Failed
Updating on Facebook	Number of updates per day	Daily	Weekly	Monthly	Abandoned
Change in number of likes	Increase in likes over a month	Max. 40	Max. 23	Max. 8	Sporadic
Response from customer1	Number of Likes /updates/comments	Min.2 of 5 updates	Min.1 of 10 updates	Min.1 of 20 updates	Sporadic
					Continued

Table 3.4 Details of sampling parameter "events" for selection of online participants (continued)

Response to customer2	Relevancy, accuracy, reliability, timeliness	Excellent	Average	Poor	None
Nature of update3	Qualitative description	Eloquent	Innovative	Standard	None

Note:
1 = "Response from customer" event is directly related to "Updating on Facebook" and "Change in number of likes".
2 = "Response to customer" event is directly related to "Response to customer".
3 = Nature of update = Selective analysis of updates to four categories.
4 = Scales for measuring high, medium, low and failed is developed using the upper and lower control limit from statistical process charts prevalent in the manufacturing industry. Qualitative scales such as excellent or eloquent were simply allotted based on the researcher's perception.

Each event was measured using a scale specifically developed for that purpose. Using this scale, the prospective participants were easily categorised for even selection of participants. Similarly, as shown in Table 3.5, the participants were classified based on the processes and whether they had actually gained a customer from Facebook.

Table 3.5 Details of sampling parameter "processes" for selection of online participants

Processes	Related to Events	Scales		
Making decisions about use	Updating on Facebook	Excellent	Average	Poor
Communicating with the customer	Updating on Facebook, Response from customer Response to customer	Excellent	Average	Poor
Acquisition of new customer	Response from customer Response to customer	Have they gained a new customer from Facebook? (yes/No)		

Overall, this process of selection helped the researcher to ascertain a proper mix between high and low updaters, and successful and failed users as shown in the form of pie charts in Figure 3.7 page 179. From this figure, it can be established that the 37 participants constitute an almost equal mix of excellent, average and poor users. Using the five criteria from events and three from processes, the researcher was able to allocate an overall category type for each participant, such as exemplary, good, standard and failed users. Out of the 37 participants, 24% were exemplary users, 19% good users, 49% standard users and 8% were failed or abandoned users.

Updating on Facebook

Failed 8%
High 16%
Low 41%
Medium 35%

Number of likes

Failed 8%
High 35%
Low 30%
Medium 27%

Response from customer

Failed 8%
High 27%
Low 49%
Medium 16%

Response to customer

None 14%
Excellent 32%
Poor 41%
Average 13%

Nature of udpate

None 6%
Eloquent 22%
Standard 52%
Innovative 20%

Making decision about use

Excellent 32%
Poor 49%
Average 19%

Communicating with customer

Excellent 30%
Poor 54%
Average 16%

Acquisition of new customer

No 54%
Yes 46%

Figure 3.7 Distribution of online participant observation participants based on events and processes

3.2.3.1 Literal and theoretical replication strategy.

Another basis for selection was a mix of literal and theoretical replication with the action research participants. The 37 participants were similar in settings (brick and mortar, and retail and pure services) and actors (age, experience, gender and qualification) with the action research participants. This similarity leads to a literal replication choice of participants wherein similar results could be predicted for the action research participants.

Participants were selected based on high and low instances of events and processes for theoretical replication. For example, participants having high update on their Facebook page with a high customer response or high update with a low customer response. The participants selected on this basis provided contradictory evidence to successful and failed action research cases pointing towards an alternative explanation to the proposed results of the investigation.

3.3 Application of the Research Methods

This section describes how the research methods were applied, by providing a brief timeline of the research project (3.3.1), description of the action research process (3.3.2), procedure for participant observation at action research sites (3.3.3) and finally the procedure for online participant observation (3.3.4).

3.3.1 Timeline of the project.

The research project timeline is described and explained with the help of four figures. First, Figure 3.8 shows the 16-month action research process in two cycles with multiple stages of the addition of 34 participants.
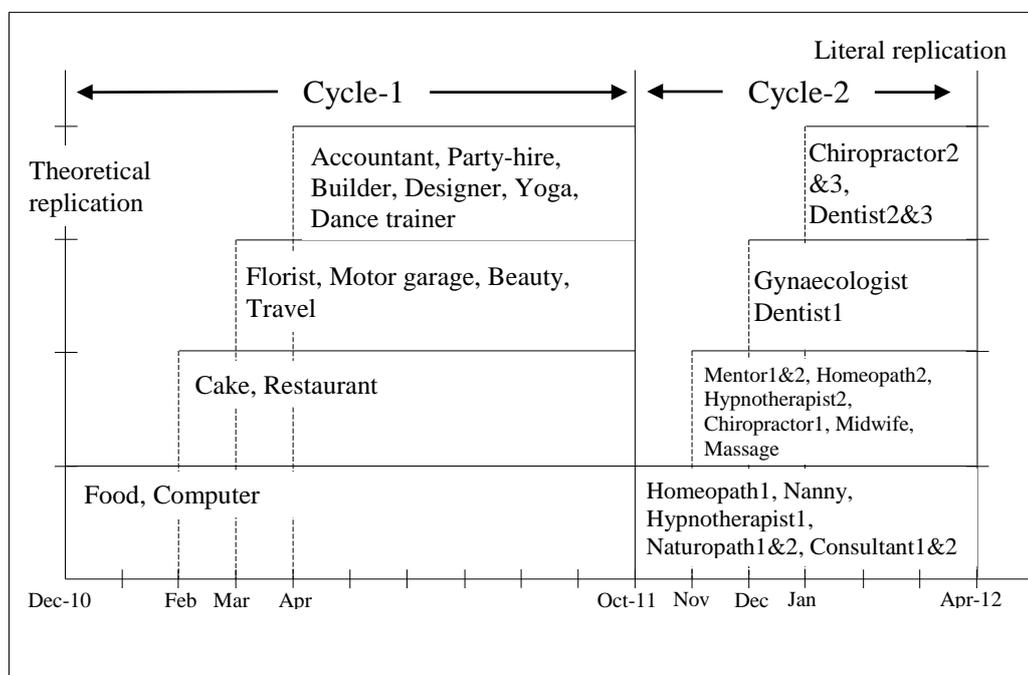
Figure 3.8 A time sequence map of participant addition for action research

Note:
In cycle-1 Food, computer, cake and in cycle-2, Homeopath1 continued the action research process till its end.
In cycle-1 Beauty, Travel, Florist, Accountant, Restaurant, Graphic designer, Builder and in cycle-2 Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1 reduced using the page but continued to respond to the researcher.
In cycle-1 Motor garage, Party hire, Dance trainer, Yoga and in cycle-2 Naturopath2, Nanny, Gynaecologist, Hypnotherapist 2, Chiropractor 3, Homeopath 2, Dentist 1, 2, & 3 discontinued the action research process after about a month

Second, Figure 3.9 portrays the frequency and distribution of participant observation conducted at the permitting action research sites over a period of six months.

Period of participant observation peformed at action research sites
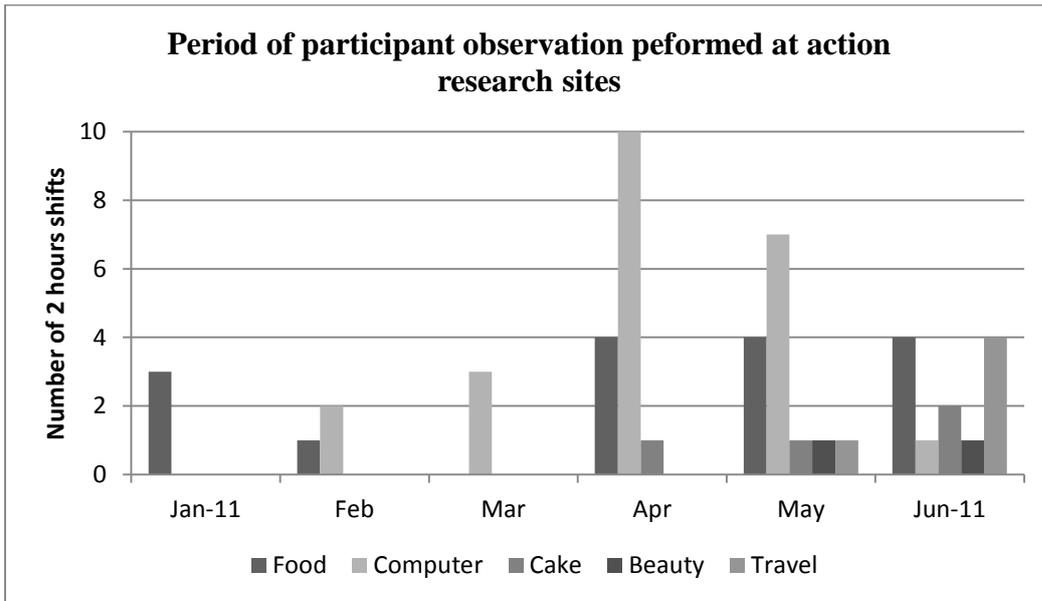
Figure 3.9 Frequency and distribution of participant observation performed at selected action research sites

Third, Figure 3.10 displays the sequence and period of online participant observation for 37 businesses.

Period of online participant observation
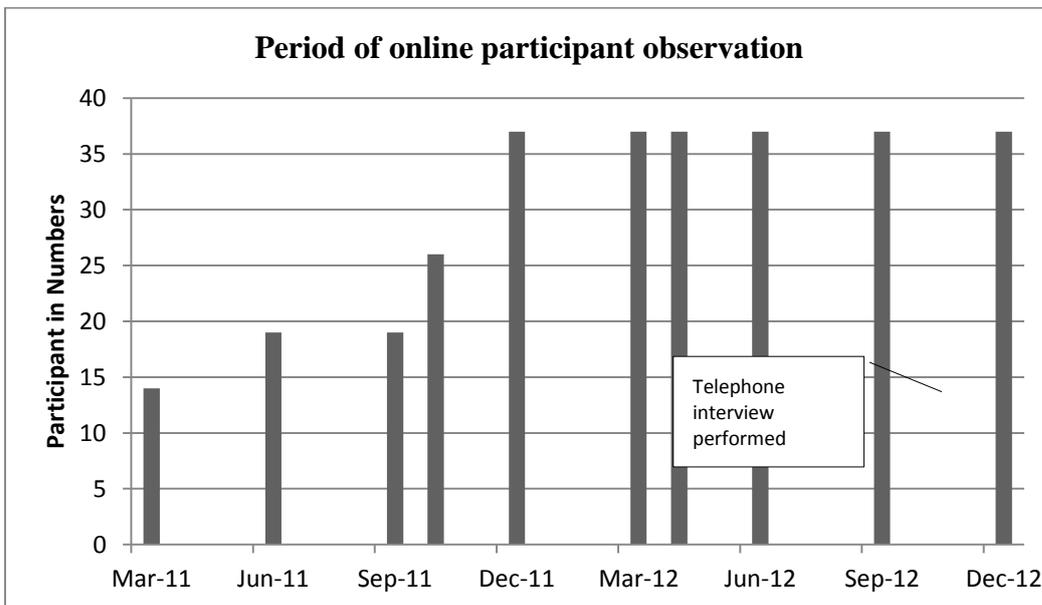
Figure 3.10 Duration of online observation performed on thirty-seven participants

Fourth, Figure 3.11 shows the continual data collection period from May 12 to November 13, which involved contact with the action research participants for checking, quantifying and verifying impact of the individual, organisation and performance measurement variables.
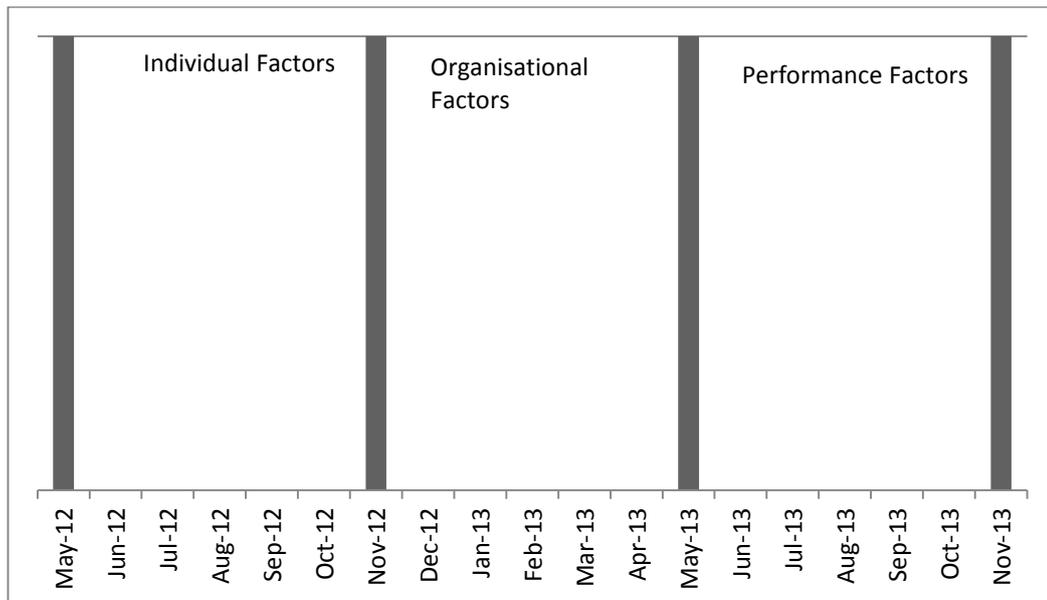
Figure 3.11 Continual data collection for checking, quantifying and verifying impact of factors

Note:
Participants comprised of Food, Computer, Cake, Beauty, Travel, Homeopath1, Florist, Accountant, Restaurant, Graphic designer, Builder, Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1.

3.3.2 Brief description of the action research process.

The investigation was performed in two cycles of action research method. The first cycle comprised of 14 microbusinesses and the second of 20 businesses. A researcher client agreement (Davison et al., 2004) was executed through a pre-formatted information sheet which was common for all the action research participants (Appendix 2). Approval for participation in the project was obtained through a standardised form (Appendix 4). The first cycle was conducted over an 11-month period. A pilot trial was undertaken first which continued on an incremental basis as more participants were added.

Detailed description of the entire process is given in Appendix 5 on page 531 and quality of action research evaluated in Section 3.6 on page 228. The decision to perform a second cycle with a purposefully selected set of new participants was based on learning that the degree of intangibility and degree of interaction and customisation of the businesses along with personality of the owners may decide the success of social media adoption by these businesses. The second cycle was a confirmatory run of the learning in the first cycle.

3.3.3 Participant observation at the action research sites.

The researcher performed 50 shifts (two hours each) at the five permitting sites with a maximum of them at Food and Computer (78%). The identity of the researcher was known to all concerned at the site, including the customers interviewed by the researcher. At Food, the researcher was able to keep his recording device working throughout the shift. He continuously chatted with the owner and permitting customers. At Computer, the researcher had to rely on memory and hand notes since the owner did not allow recording. Similarly, at Cake Beauty and Travel recording was not permitted, making the researcher rely on memory to take notes after the shift. Travel did not permit direct interaction with the customers. Their agents collected data from the customers based on the guideline from the researcher. The SERVQUAL (a multiple item scale for measuring consumer perception of service quality) data was collected by the researcher through direct interaction with the customers.

3.3.4 Online participant observation.

The process of online participant observation involved methodically observing and recording the conversation occurring on Facebook. Observation was based on the critical incident technique (Butterfield, 2005; Daft, Lengel, & Trevino, 1987; Dewhirst, 1971; Flanagan, 1954; Gremler, 2004) wherein each post/communication was treated as an incident. Criticality was allocated on each post based on the number of 'likes' and comments the post generated. Moreover, higher criticality was allotted if there was evidence of the post actually generating direct sales or recommendation/invitation to a new customer. Towards the end of the observation period, telephone conversations were undertaken with several participants, asking them just one main question: What made you so successful on Facebook? This strategy was based on understanding the critical success factors (Boynton & Zmud, 1984; Daft et al., 1987; Rockart, 1979, 1982; Umble, Haft, & Umble, 2003) as perceived by the microbusiness owners.

3.4 Data Collection Methods

Data was collected using five methods as listed below and explained in five subsections:

➢ Unstructured interviews (3.4.1)	➢ Audio recording
➢ Semi-structured interviews (3.4.2)	➢ Field notes (paper & recording)
➢ Structured interviews (3.4.3) (Myers & Newman, 2007)	➢ Structured instruments (paper)
➢ Offline (physical presence) participant observation (3.4.4)	➢ Field notes (paper & recording)
➢ Online participant observation (3.4.5) (Forte, 2004; Kawulich, 2005; Vidich, 1955)	➢ Computer screen capture
	➢ NVivo 10 - Ncapture

A majority of the data was collected using unstructured interviews but semi-structured interviews were used at the start (once), midway (twice) and towards the end (twice) of the data collection process. Participant observation involved some structured and semi-structured interviewing besides observation by the researcher (Becker & Geer, 1957; Becker, 1958; Schwartz & Schwartz, 1955; Tedlock, 1991). Online participant observation involved observation and sometimes online interaction to instigate the generation of data which was collected through screen capture (Beneito-Montagut, 2011; Garcia, Standlee, & Bechkoff, 2009; Leander & Mckim, 2003; Nocera, 2006; M. Williams, 2007). Data collection and analysis was an ongoing process interweaved finely in a way that the analysis guided the data collection and the other way round.

The large and encompassing theoretical framework demanded facilitation of data collection from various aspects and processes resulting in an equally large data collection method. The correlation between the various data collection methods and theoretical frameworks is shown and justified in Table 3.6. Overall, unstructured interviews have been used where existing knowledge is limited or the application is unprecedented within the context of social media and microbusiness. As and when necessary, this is complimented with semi-structured interviews, structured interviews (where available), and online and offline participant observation. Data collection methods were interlinked so unstructured

interviews dominated at the start of the research process, which gave way to semi-structuring with some rigidly structured interviews midway and at the end of the research process (see Table 3.22 on page 204 for list of interlinking). This reflexive approach was undertaken to address specific sections of the theoretical framework as highlighted in Table 3.6.

Table 3.6 Various data collection methods to address the theoretical framework

Section of theoretical framework	Data collection method					Justification			
	1	2	3	4	5	6	7	8	9
Adoption and adaptation process of social media	✓	✓	✗	✓	✗	✓	✓		
Training needs of the microbusiness owner	✓	✗	✗	✗	✗	✓	✓		
Learning processes of microbusiness owner	✓	✗	✓	✗	✗	✓	✓	✓	
Motivation factors of social media use	✗	✗	✗	✗	✓				✓
Usefulness of social media	✓	✗	✗	✗	✗	✓			
Continued use of social media	✗	✓	✗	✗	✗	✓			
Characteristics of the owner	✗	✗	✓	✗	✗			✓	
Personality of the owner	✗	✗	✓	✗	✗			✓	
Challenges of social media adoption	✓	✗	✗	✗	✗	✓			
Type of business	✗	✓	✗	✗	✗	✓	✓		
Business activity – task characteristics	✗	✗	✗	✓	✗	✓	✓		
Relationship marketing		✓	✓	✓					
Facebook activity	✗	✗	✗	✗	✓				✓
Business activity determinants	✗	✓	✗	✗	✗	✓	✓		
Performance measurement	✗	✓	✗	✗	✗	✓			

Note:
1 = Unstructured interview
2 = Semi-structured interview
3 = Structured interview
4 = Offline (physical presence) participant observation
5 = Online participant observation
6 = Minimum knowledge and theoretical support concerning social media and microbusiness
7 = Unprecedented application – existing knowledge never applied in microbusiness context
8 = Strong existing knowledge and suitable instrumentation available but never been applied in the microbusiness context
9 = It allows to take advantage and explore the rich data now available on Facebook

3.4.1 Unstructured interviews guided by the central research question.

The interaction with the microbusiness business owners during the implementation of Facebook in their business was recorded. This recorded conversation (also known as guided conversation) is considered an unstructured

interview with the owners. It is acknowledged that "no interview can be truly considered unstructured" (Dicicco-Bloom & Crabtree, 2006, p. 315). They are called unstructured because a formal set of questions were not used to collect data. The central research question (How and why is social media adopted by microbusinesses?) and minimum literature review guided the unstructured interview process. The duration of each interaction along with the purpose of the interaction was recorded either in the field notes or at the end of the recording. The interviews generated 7315 minutes of recorded data, which was reviewed by the researcher (immediately after the interaction with participant) for populating preformatted tables. Analysis of data was performed on a continual basis by using these tabulated forms, such as visit summary sheet, evaluation of action taking and development of codes (Table 3.23 on page 207 for a list of tables used). Use of tabulation enabled the researcher to compress the large data into gestalts of concepts, categories and core category.

The tentative gestalts served two purposes:

➢ It gave the researcher direction to conduct literature review to find existing knowledge about unearthed tentative gestalts of concepts and categories for example training and learning needs of the microbusiness (see Table 3.33 & Table 3.34 on page 214 for addition of concepts, categories and core category). It also gave suggestions about data collection methods, such as participant observation, online participant observation and available structured instrumentation, to understand the unearthed concepts.

➢ The tentative gestalts of concepts and categories were articulated to participants subsequently using the repertory grid method (Hunter, 1997; Tan & Hunter, 2002) (also known as laddering interviews) (Schultze & Avital, 2011). Using this method, the participants were repeatedly probed to understand the underlying logic and associations of the tentative gestalts of concepts and categories to find new concepts (See Table 3.35

➢ Table 3.36 on page 216 for examples of addition of concepts).

Through the dependence on tabulated forms and repertory grid, the researcher is constantly involved in co-construction of concepts with the participants, which may have led to bias in reaching conclusions. To remove the effect of this bias, the gestalts of concepts and categories (which were perceived to be important) were again verified from the participants. During this process, participants were requested to grade their opinion on a scale to gauge the level of importance they assigned to the developed concepts, relationships and conclusions. Table 3.7

shows the scales used to verify the data by collecting the perceptions of the participants. The first column lists the nature of measurement and the second column lists the scale on which the participants gave their responses.

Table 3.7 Scales used for verifying data

Purpose of measurement	Scale
Perception about event, variable, attitude and behaviour	1=poor, 2=Fair, 3=Good, 4 = Excellent
Perception about effort	1= No 2=Small 3= Substantial, 4= Major
Perception about agreement	1=strongly disagree, 2=disagree, 3=agree, 4=strongly agree
Perception about agreement	Yes or No
Perception about event or variable	Everything, most (>60%), about half, some (<40%), None
Frequency of occurrence of event or variable	Every day, Once a week, less than once a week, Never
	Once a week, Once a fortnight, once a month, rarely
Impact of a variable or event	4= major increase, 3 = substantial increase, 2 = small increase, 1= no increase
Impact of a variable or event	4= major impact, 3 = substantial impact, 2 = small impact, 1= no impact

In summary, unstructured interviews were tabulated and coded to develop conclusions, which were subsequently graded and verified from the participants using scales such as poor/fair, and agree/disagree.

3.4.2 Semi-structured interviews addressing specific sections of the theoretical framework.

Purposeful data collection was necessary to address certain areas of the theoretical framework and research questions. The five areas, which were specially addressed using semi-structured interviews, are:

> ➢ Establishing collaborative process between the researcher and participant (start of the project)
> ➢ Characteristics and personality of the owners (midway of the project)
> ➢ Variables of continued use (end of the project)
> ➢ Organisational factors - Type of service business, marketing and determinants of business activity (midway of the project)

➢ Elements used to design performance of Facebook (end of the project).

Need for collecting semi-structured data for each area is explained below:

➢ The concerns based adoption model controls the adoption process. This model requires an artificial collaborative process to be established between the researcher and the participant. This research uses the pre-determined information obtaining system (Effective technical and human implementation of computer-based systems (ETHICS) (Mumford, 2001). This was the instrument, which initialised, maintained and assisted action taking during the collaborative process. (See Section 4.1.1.3.1 on p. 244) (For the actual questions see Table 4.3, Table 4.4, and Table 4.5 on p.245 and 245).

➢ The variables of continued use could not be covered earlier since certain time lag is required for the participants to estimate why they continued to use or why they stopped using Facebook. The expected data was an extension of the service quality data (SERVQUAL) which is a structured instrument and hence a focused but relatively loosely structured interview to grab stray comments was perceived most suitable for this purpose. Suitably loosely structured instruments as shown in Table 3.8 on page 191 were used for this purpose. This data was augmented with exit interviews conducted with participants who dropped use of the page (A5.6 on page 546).

➢ Characteristics and personality was understood through structured instrumentation (Table 3.15 on page 197). The results were subsequently discussed back with the participants through semi-structured interviewing to understand their viewpoints on the results and understand any new concepts and ideas they may want to add. Suitably loosely structured instruments as shown in Table 3.9 on page 191 were used for this purpose.

➢ The organisational factors of type of service business, marketing and business activity was an outcome from data analysis of the unstructured interviews. It led the researcher to believe that organisational factors may have a relation with Facebook use. For understanding this relationship, it was necessary to conduct focused data collection in the form of semi-structured interview. Suitably loosely structured instruments as shown in Table 3.10 on page 192, Table 3.11 on page 193 and Table 3.12 on page 193 were used for this purpose. Marketing in terms of service relationship marketing was understood through structured instrumentation (Table 3.15 on page 197). The results were subsequently discussed back with the participants through semi-structured interviewing to understand their viewpoints on the results and understand any new concepts and ideas they may want to add.

➢ Performance measurement can be assessed only from successful participants who have benefitted from using Facebook and hence undertaken at the end of the project. Throughout the research project the researcher observed that there was no existing formal performance measurement system within the participants besides financial accounting system. A quick effective overall performance system needed to be devised and implemented. Focused data collection having minimum noise and distortion was perceived best for this purpose. Moreover, the performance measurement system shared data from structured instrumentation and above three areas. Suitably loosely structured instruments as shown in Table 3.13 on page 194 were used for this purpose.

Note: the researcher through participant observation could decide some of the sub-concepts. Participant opinion was simply collected for cross verification. This also implies overlap between participant observation and semi-structured interview.

The semi-structuring had the reminiscent overtones of problem-centred interviewing (Witzel, 2000) with a small difference that the five factors (mentioned above) were the dominant interest of the researcher rather than social problems. The five factors played a role in the Facebook implementation process as found during the analysis of the unstructured interviews (Table 3.33 & Table 3.34 on page 214). Similar to unstructured interviews, the theoretical framework (along with results of structured data analysis in some cases) served as the "heuristic-analytical framework for ideas" (Witzel, 2000, para. 2) and questions to maintain the dialogue between the participant and the researcher (Argyris, 1960). It was attempted through dialogue to stimulate and determine what was most relevant for the participants within the area of interest for the researcher.

The semi-structuring provided necessary flexibility but simultaneously accorded focus for collecting data to satisfy the researcher's scientific curiosity (Argyris, 1960). Semi-structuring provided the following four points to assist in collecting data:

➢ *Guidelines*: It gave specific guidelines (more than unstructured interviews) for collecting data thereby reducing reliance on memory. Structuring gives a framework of orientation thereby increasing comparability to reach conclusions (Witzel, 2000).

➢ *Comparability* was important in case of heterogeneous participants (Argyris, 1960) as structuring (standardised stimulus) provided a common ground for effective comparison (Barriball & While, 1994).

➢ *Flexibility*: Semi-structuring provides the flexibility to change the words and questions depending on the level of understanding of the participant (Barriball & While, 1994). It allows the researcher to explain the concept, such as degree of interaction or customisation or the idea behind formalisation, before eliciting a response on their perception about how they would classify their business against the concept.

➢ *Probing*: Semi-structuring allows for probing based on the framework if the answers to the questions do not address the subject matter. It allows the researcher to gather more information and clarify answers by re-explaining concepts, re-orienting questions and by appreciating ideas (Schultze & Avital, 2011) and the participant's knowledge. Probing helped in overcoming social desirability (the expected answers) by establishing the required rapport between the participant and the researcher (Barriball & While, 1994).

The process for conducting these semi-structured interviews was as follows:

> ➤ Each concept was briefly explained to the participants. For example, the concept of tangibility was explained to find out the level of intangibility of the concerned business. During this discussion, it was found that almost all businesses, sold something such as chiropractors sold aids, creams; yoga instructor yoga mats; dance trainers sold costumes and accessories. Another example would be about the inconclusive results of the personality of the owner, which was explained to the participants, and they tried to provide an alternative explanation.

> ➤ The researcher used the table as a form to record important points that he came across. Mostly, the researcher used the table as a guideline to assist his memory on direction of the interview. He avoided writing down or recording anything at that moment but subsequently recorded the important points from memory.

> ➤ All interviews were completed in the first iteration and subsequently, if the researcher required he did verify some new concepts, such as product of joy and celebration, which would perform much better on Facebook than products about pain and remorse.

The tabular formats used to collect data are presented from Table 3.8 to Table 3.13 below.

Table 3.8 Semi-structured interview to collect data about continued use

Researcher observation made vocal	Participant response
The overall outcome of this research……. has been such that ….. just the four have been found to the successful..	
I have observed that you have experienced usefulness when….. and then during that….. and as well … once you started using it…. then you had this positive review… Would you suppose this would have contributed to your continuing use?	
Would you suppose that this multiple experiencing of usefulness leading to satisfaction led you to use Facebook?	
Did you make this a part of you routine once you had started experiencing multiple satisfactions?	

Table 3.9 Semi-structured interview to discuss the results of structured interview on characteristics and personality

Researcher observation made vocal	Participant response
The overall characteristic was found to be….good for….. would you suppose this would you true…. What do you think?	
The qualification you said didn't matter earlier but the overall result …. Would you suppose this not true… other factors? What do you think?	
We thought age would matter… by you	

know…,it didn't… what do you think? We
had a even distribution to begin with.,

Similar for experience

The personality…. everyone seems to ….
Stable… how come… not possible to
measure why?

Which personality would you think?

Table 3.10 Semi-structured interview to collect information about business type

Concepts	Sub-concepts	Participant placement	Facebook impact
Degree of Intangibility	Tangible dominant		
	Intangible dominant		
	Market positioning		
	weighted towards evidence		
	weighted towards image		
	Tangible actions to people's bodies		
	Tangible actions to goods and other physical possessions		
	Intangible actions directed at people's minds		
	Intangible actions directed at people's intangible assets		
Degree of interaction	Maintenance/Task/Personal		
	Feedback from customer		
	Requirement of confidentiality		
	Duration of contact with customer		
	Customer's ability to choose alternative options		
	Customers' ability to evaluate services		
	Customers knowledge about their requirements		
Degree of contact	Physical contact/Non-physical contact		
	Duration of contact High / Low		
	Active contact/Passive contact		
Service delivery	Judgement - Extend of judgement required in delivery of the service high/low		
	Channel - Brick and mortar/click and mortar/customer premises		

Degree of customisation	High/low customisation
Overall business type	Professional services
	service shops

Table 3.11 Semi-structured interview to discuss the results of structured interview on service quality ultimately resulting in relationship marketing

Researcher observation made vocal	Participant response
The quality score was this… do you think… that this would matter?	
Which of the five concepts….. would you think would impact Facebook?	
I have observed that you have changed this….was it for Facebook?... the website… changes made why?	
How much would you think it would have changed your credibility?	
Are you able to write better now?	
Do you think it changed your reputation?	

Table 3.12 Semi-structured interview to collect information about determinants of business activity

Concepts	Sub-concepts	Participant placement	Facebook impact
Degree of specialisation	Uniqueness		
	Differentiated		
	Special services		
Functional differentiation	Distribution of job		
	Outsourcing		
Professionalism	Education & training		
	Professional training		
	Professional membership		
Formalisation	Level of rules		
	Procedures		
	Customisation		
Centralisation	Authority		
	Freedom to make choice		
Age of the business	-		
Administrative intensity			

Slack resources	Resources required to maintain business operations		
External communication	Advertisement		
	Press release		
	Word of mouth		
Internal communication	Between owners		
	Between employee and owner		

Table 3.13 Semi-structured interview to collect information about elements helpful to design performance measure

Categories/Concepts	Concepts/Sub-concepts	Participant placement	Facebook impact
Business type	Professional service	Data was brought from semi-structured interview for business type (Table 3.10 on page 192)	
	Service shop		
Business environment (competitive environment)	Turbulence		
	Uncertainty		
	Complexity		
	Degree of competition		
	Customer orientation		
Business strategy - Service quality	Reliability	Data was used from the structured interview SERVQUAL (Table 3.20 on page 201)	
	Assurance		
	Responsiveness		
	Tangibles		
	Empathy		
Business strategy – Flexibility	Volume Flexibility		
	Delivery Flexibility		
	Specification Flexibility		
Business strategy – Resource utilisation	Input/output		
	Productivity		
	Efficiency		
Business strategy – Innovation	Ideas and knowledge		
	Current market needs		
	Future market needs		
	Process		
	Individual		
Competitiveness	Relative marker share		

	Market position	
	Sales growth	
	Increase in customer base	
Financial performance	Profitability	
	Market ratio	

Researcher observation made vocal	**Participant response**
Are you using the Facebook metrics? Why not?... what is the problem?	
Others are trying to increase likes…no attempt.. why?	
Would you like to try to use this recommender system…..such as….. this can help…. ?	
Here is a model of performance measurement system used in small businesses….which ones….important?	
Information to assist..? your Facebook shows that you have shared that… but obviously that is not their just to sell.. what do you think?	
Is busyness, telephone ringing, cash, profitability mean anything to you?	
Would you suppose cash… explain liquidity … more important than profit?	
Are you observing or take note about the spirit of transaction such as how much customer is buying etc?	
I have noticed that you also get yourself involved in …….so do you think this is your only motive…	
Do you suppose Facebook can help for monitoring day to day activities?	
Does Facebook improve your capabilities in terms of leadership?	

3.4.2.1 Interviews structured around questions obtained from similar investigations.

Structured interviews were conducted using pre-determined questions obtained from similar investigations (DiMicco et al., 2008; Günther et al., 2009). The questions were suitably modified and adapted to suit the present investigation without changing its essence and intent. The participants were viewed as a "vessel of knowledge" (Schultze & Avital, 2011, p. 3) and the interview process as "a pipeline for transmitting knowledge" (Holstein & Gubrium, 1997, p. 113) from the participant to the researcher. The researcher hoped to get a rich description of the adoption process and impact of Facebook on individual and organisational factors. However, despite several iterations and modifications to the questions set, the actual responses did not generate the suitable expected description (Table 3.14).

Table 3.14 Actual responses from the structured interview

Question	Expected response	Actual responses
Describe the adoption process of Facebook.	An illustrated rich description of the process	Vague – defensive
Describe the utility of Facebook for your business?	A detailed response	Categorical – useful or not.
Can you categorically say that Facebook has helped you to gain new customers?	Yes/No	Vague / not sure
Would you use Facebook if you had to pay?	Yes/No	Unanimous No
Describe in productivity terms the time invested on Facebook	Description of gain/losses	Just time-consuming
Describe the relation between your business activity and Facebook	A detailed response	Vague response
Describe the impact of Facebook on your business	A detailed response	No impact.

The duration of these interviews were on an average about 5 minutes and the recording generated could be sparingly used to support certain conclusions.

3.4.3 Structured interview — using established inventory of questions from other sources.

Table 3.15. gives details of the six established question inventory sets from the learning, innovation, personality and service quality literature used to measure and understand the learning style, innovative and technological readiness characteristics and personality of the owners along with the quality of services offered by their businesses as an indicator of the level of relationship marketing.

Table 3.15 List of existing inventory questions used in this research

To Examine:	Source	Q[1]	A[2]	Findings Section
Learning style of the owners	Kolb learning style inventory[3]	9/4	31[4]	Section 4.1.3.5 p.278 Section 4.1.3.6 p.281
Characteristics of the participants	Kriton adaption-innovation inventory[5]	32	07[6]	Section 4.2.2.1 p.302
Technology readiness of the participants	Technology readiness index (Tri)[7]	31	15[8]	Section 4.2.2.1 p.302
Personality of the owners	Eysenck's Personality Inventory (EPI)[9]	57	16[10]	Section 4.2.2.5 p.312
Personality of the owners	International Personality Item Pool (IPIP)[11]	50	13[12]	Section 4.2.2.5 p.312
Service quality of the business (Participants)	Servqual[13]	22	06[14]	Section 4.3.2.1 p.341
Service quality of the business (Owners)	Servqual[13]	22	11[15]	Section 4.3.2.1 p.341

Note:
1 – Q = Number of questions.
2 – A = Number of participant on whom the test was administered.
3 – Kolb, D., Rubin, I., & McIntyre, J. (1983). Organizational psychology. (4th ed.). New Jersery: Prentice-Hall Inc.
4 – 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1
5 – Kirton, M. (1976). Adaptors and innovators: A description and measure. Journal of Applied Psychology, 61(5), 622–629
6 – 7 participants = Food1 &2, Computer1, Cake, Beauty, Travel1, Homeopath.
7 – Parasuraman, A. (2000). Technology Readiness Index (Tri): A Multiple-Item Scale to Measure Readiness to Embrace New Technologies. Journal of Service Research, 2(4), 307–320
8 – 15 participants = Food 1&2, Computer 1,2,&3, Cake, Travel 2&3, Florist, Restaurant1, Builder1, Homeopath1, Chiropractor2, Midwife, Hypnotherapist1
9 – Eysenck, H., & Eysenck, S. (1963). Eysenck Personality Inventory FORM A. Educational and industrial testing service. Retrieved from University of California, San Franciso Legacy Tobacoo Document Library http://legacy.library.ucsf.edu/documentStore/p/f/d/pfd3aa00/Spfd3aa00.pdf
10 – 16 participants = Food 1&2, Computer 1&2, Cake, Travel1, Resturant1&2, Builder1, Homeopath1, Chiropractor1, Consultant1, Midwife, Naturopath, Massage and Hypnotherapist1
11 – Goldberg, L. (2006). Possible Questionnaire Format for Administering the 50-Item Set of IPIP Big-Five Factor Markers. Retrieved from http://ipip.ori.org/New_IPIP-50-item-scale.htm
12 – 13 Participants = Computer3&4, Beauty, Travel2, Florist, Accountant, Designer1&2, Builer2, Mentor1, Consultant2, and Mentor2
13 – Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality. Journal of Retailing, 64(1), 12–40.
14 – 6 Participants = Food1, Computer1, Cake, Beauty, Travel1 and Homeopath.
15 – 11 participants = C1.1, 1.2, 1.17, 2.6, 2.17, 2.34, 3.3, 4.1, 4.2, 5.1

All the data collected in this process was fed into Excel spreadsheets to compute the results. The results were computed using the standard procedure prescribed by the creator of the questionnaire. In some cases, the results were fed into pre-determined graphs as prescribed by the creators for observing the spread or variance. For each inventory, the results were discussed with the participants to get their impression, feedback and to stimulate discussion. The process of verification, analysis and reaching conclusions is described in the analysis section (Section 3.5.3 on page 222) and the results are reported in the respective section as listed in Table 3.15 above. It is essential to mention that contrary to the researcher's expectations, participants were quite intrigued with these questionnaires and their promises (such as understanding your personality, learning ability or service quality) made it quite easy to administer them. All questionnaires were administered during the unstructured interview sessions.

3.4.4 Participant observation at the action research sites.

Semi-structured participant observations were recorded using field notes at the action research site. Data collection had two sources:

> ➢ Customers of the business (0)
> ➢ Owners of the business (3.4.4.2)

The nature of interaction and numbers of hours spent observing the participants are detailed and quantified in Table 3.16.

Table 3.16 List of microbusinesses that permitted on-site observation.

Participant	Hours	Nature of interaction
Food	32	Serving and speaking with customers and owner
Computer	46	Handling Checkout - Serving and speaking with staff and customers
Cake	8	Speaking with customers and owner
Beauty	4	Speaking with customers
Travel	10	Arranging Staff (travel agents) to speak with the customers

3.4.4.1 Semi-structured participant observation was used to understand the customers of action research participants.

The semi-structured observation was performed in two steps:

> ➤ The researcher observed the business owners and customers during business hours using a semi-structured observation parameter as detailed in Table 3.17. The structuring helped the researcher to focus his observation on specific aspects of the business and its customers.

> ➤ The first step helped the researcher to focus better on customers who may prove to give resourceful insights in to their opinion about Facebook and its expected impact on the business. It also helped to identify customers who would be willing to undertake detailed conversation using structured instrumentation (see Table 3.18).

Table 3.17 Details of structured observation of the business owner

Observation parameter	Record
Characteristics of the customer - Age group, gender, English speaking, dress (affluent/poor), smartphone, fiddling with phone, duration at shop, Facebook user	
Nature of customer interaction – relaxed, warm, body language, helping, positive, me too, other options, request for service, specific order, probing to web order, request for review on Facebook	
IT infrastructure – computer, internet connection, using computer/ Facebook in the business premise.	
Customer behaviour – reaction to Facebook signage and signpost – reaction to signs about exclusive deals on Facebook	

Structured instrumentation (specifically created for this purpose) and standard inventory SERVQUAL (a multiple item scale for measuring consumer perception of service quality) were used to collect data from the customers. The specially created questionnaire changed with the passage of time as focus changed from awareness to utility. The questions and their expected responses are listed in Table 3.18. Where necessary, longer rich replies by customers were recorded using field notes. Some of the permitting customers (11 customers with pseudonyms C1.1, 1.2, 1.17, 2.6, 2.17, 2.34, 3.3, 4.1, 4.2, and 5.1) also undertook SERVQUAL.

Table 3.18 Questions and their expected response during participant observation at action research

Period	Participant	Question	Type of response
Jan-Mar	Food, Computer	Q1 Are you aware of our deals on Facebook? Q2 Would you prefer to receive deals and information as Facebook updates?	Yes or No I am not aware or No I don't use Facebook.
Apr-Jun	Food	Q1 Will you participate in the community football game? Q2 Have you entered for the "Kate Hamper"?	Yes or No I am not aware or No I don't use Facebook.
Apr-Jun	Computer	Q-1 Have you used daily deals? Q-2 Have you used Facebook service?	Yes or No I am not aware or No I don't use Facebook.
Apr-Jun	Cake Travel Beauty	Q-1 Have you connected through Facebook? Q-2 Would you like to receive deals via Facebook?	Yes or No I am not aware or No I don't use Facebook.

3.4.4.2 Semi structured participant observations used with permitting action research participants.

Two specifically structured instruments were used for participant observation at the business site. It had two specific purposes:

➢ Observe any change in the behaviour of the owner(s) after receiving feedback from the customers.

➢ Observe the task characteristics for understanding the difference between the five microbusinesses.

First, to observe behavioural changes in the business owner, after receiving feedback about customer response to Facebook, a tabulated form as shown in Table 3.19 was used.

Table 3.19 Observing behavioural changes of the owner(s) after receiving feedback of the customers.

Parameters of behaviour (See Table 3.17 p.199)	Observed change
Nature of customer interaction	
IT infrastructure at business site	
Facebook signage/updates/ deals/ exclusive	
Inclusions in other media (email/print)	

Second, purposefully designed semi structured observations were used to collect information about the activities of the organisation. The researcher used physical observation of the task characteristics and confirmed this with the owners to fill up a structured form as shown in Table 3.20.

Table 3.20 Semi-structured observation to collect data about the task characteristics

Tasks in microbusiness[1]	What is to be observed?	Scale	Task characteristics
Checkout Arranging products Buying products Attending customers Processing customers Telephone/email Ship online orders	Can the business predict the load on checkout? Can they predict demand? Can they anticipate customer's pecuniary demands?	High/Low	Task variety
Checkout Arranging products Buying products Attending customers Processing customers Telephone/email Ship online orders	Can the business compute response for most problems? Do they mostly have an identifiable solution? Do they need to search for solutions?	High/Low	Task analysability
Checkout Arranging products Buying products Attending customers Processing customers Telephone/email Ship online orders	What is the volume of data collected to generate a quotation/pricing? What is the volume of data collected to process an order? What is the volume of data collected to plan purchases?	More/Less	Amount of information processing
Checkout Arranging products Buying products Attending customers Processing customers Telephone/email Ship online orders	How much variability exists in the amount of information processed? Do the businesses rely more on tacit knowledge than information?	Small/Large	Amount of information equivocality

Note:
1 = All subdivisions do not exist for all the participants. This is simply an attempt to demonstrate the structuring of the observation.

The researcher collected specific information in comparative tabulated form, which might be useful for developing new insights for the research.

3.4.5 Online participant observation — action research and non-action research participants.

Online participant observation involved observing the Facebook activity of action research and non-action research participants. The process is described as follows:

- ➢ Online participant observation with action research participants:
  - o Food, Computer, Cake and Homeopath were selected to have a larger sample space. 100% of the posts were examined and desired posts were selected (about 158 posts).
  - o Data was collected through the screen shot feature of Word and saved in a Word file for further analysis. The researcher collected this data to detect any specific trends in Facebook activity.
- ➢ Online participant observation with non-action research participants:
  - o A Facebook list was created and the selected 37 participants were progressively added to view their updates in one single place. Using the screenshot feature of Word, the desired communication was imported in a Word file for analysis. However, this proved quite time consuming and cumbersome.
  - o Subsequently, NVivo10 provided the feature to capture Facebook data. Using this feature, entire data was imported into Nvivo. The desired post was then selected using the rectangle selection feature of NVivo and coded. Approximately 10,000 posts were examined and about 15% of that total was collected for further analysis.
  - o Lastly, the researcher used cold-calls to speak with permitting owners of the businesses to collect data on their perception of the most critical aspect that contributed to their success of Facebook use. This data was collected mostly through field notes as it was not possible to record the conversation (ethical consideration).

3.5 Data Analysis Methods

This section explains the data analysis procedure used for arriving at the results, and subsequent theoretical claims made in terms of new and addition to existing knowledge. There are five subsections which describe the analysis process associated with the five data collection methods:

> ➢ Unstructured interview (3.5.1)
> ➢ Semi-structured interview (3.5.2)
> ➢ Structured interview (3.5.3)
> ➢ Participant observation at the action research sites (3.5.4)
> ➢ Online participant observation (3.5.5)

Since multiple types of data were collected, multiple analysis methods were used to understand different data as shown in Table 3.21.

Table 3.21 Data analysis methods used to address the theoretical framework

Section of theoretical framework	Data collection method					Analysis method			
	1	2	3	4	5	6	7	8	9
Adoption and adaptation process of social media	✓	✓		✓		✓	✓		
Training needs of the microbusiness owner	✓					✓			
Learning processes of microbusiness owner	✓		✓			✓		✓	
Motivation factors of social media use					✓				✓
Usefulness of social media	✓					✓			
Continued use of social media		✓					✓		
Characteristics of the owner		✓	✓				✓	✓	
Personality of the owner		✓	✓				✓	✓	
Challenges of social media adoption	✓					✓			
Type of business		✓				✓	✓		
Relationship marketing		✓	✓	✓			✓	✓	
Business activity – task characteristics				✓		✓	✓		
Facebook activity					✓				✓
Business activity determinants		✓				✓	✓		
Performance measurement		✓				✓			

Note: 1 = Unstructured interview. 2 = Semi-structured interview. 3 = Structured interview.
4 = Offline (physical presence) participant observation. 5 = Online participant observation.
6 = Data tabulation – Development of gestalts using core categories, categories and concepts - Addition to core categories, categories and concepts - Verifying ranking & ordering gestalts (See section 3.5.1.1 on page 205 for more details).
7 = Comparing and contrasting data using yardsticks such as actors, settings, events, processes to make sense, discover co-relation and to reach conclusions - Addition to core categories, categories and concepts.
8 = Using standardised analysis procedure for structured data analysis as prescribed by their creators.
9 = Open and axial coding to develop concepts and categories and subsequently ranking by using simple quasi-statistics

On several occasions, analysed data from a particular data collection method was fed into another data set or compared for strengthening opinion or supporting conclusions. Such interlinking of data analysis is presented in Table 3.22.

Table 3.22 List of analysed data which were interlinked with unstructured or semi-structured interview data for better sense making and understanding

Analysed data from	Fed, inserted or compared to
Semi-structured interview data from the collaborative process and participant observation data at action research sites (3.5.4)	Fed in to unstructured data analysis process for better understanding of the adoption/adaptation process.
Results of structured data analysis about experiential learning (3.5.3)	Fed in to unstructured data analysis process for better understanding the learning process.
Analysis of online participant observation data for understanding extrinsic motivation (3.5.5)	Fed in to unstructured data analysis process for better understanding of usefulness.
Structured data analysis of the characteristics and personality of the owners (3.5.3).	Formed the basis for analysis of the semi-structured interview performed for bringing sense to otherwise non-conclusive data.
Structured data from selection process about actors (3.2.1.4 p.170)	Selection process data used for comparison with semi-structured interview data
Structured data analysis about service quality (3.5.3 & 3.5.4)	The starting point for analysis of the semi-structured interview related to continued use
Structured data analysis during selection of participant (settings of business) (3.2.1.4 p.170)	Fed in to semi-structured data analysis process for cross-comparison of business type.
Analysis of participant observation data for task characteristics (3.5.4)	Cross-comparison with online participant observation for Facebook activity.
Structured data analysis during selection of online participant (events and processes of Facebook) (3.2.3 p. 176)	Cross-comparison with online participant observation for extrinsic motivation

The interlinked and iterative process of data analysis procedure is presented in Figure 3.12.
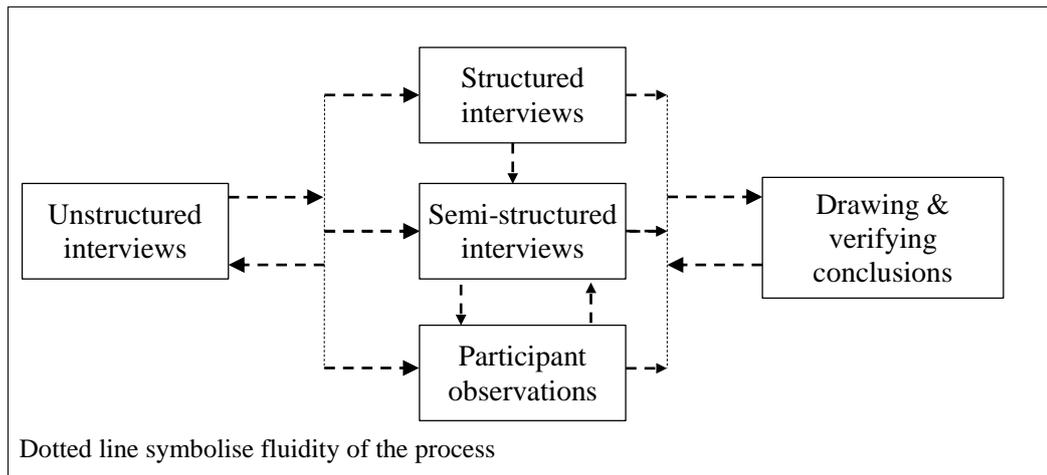
Figure 3.12 Iterated flow of the analysis process of the data from various collection methods

The drawing and verifying conclusion process involved two interlinked processes as listed below:

- ➢ Prediction testing and confirming findings
  - o Checking findings – contrast – extreme cases
  - o Rival explanation – Negative evidence
- ➢ Process for generating meaning
  - o Counting – to see "what's there."
  - o Noting – patterns, themes, relationship between variables

The collection and analysis of the multiple data sources using multiple methods relied on these two processes for making sense of the data and deciding to stop further analysis or collection of data.

3.5.1 Analysis of unstructured interviews.

This section explains the process of analysis of unstructured interview data. It is divided into three subsections:

- ➢ Section 3.5.1.1 explains the four step analysis process of unstructured interview data using nine pre-formatted tables.
- ➢ Section 3.5.1.2 lists the prediction made and subsequently tested for confirmation of findings (refutation) which was an important process for drawing and verifying conclusions.
- ➢ Section 3.5.1.3 lists the addition to core categories, categories and concepts made during the course of iterative data collection and analysis process.

It is important to note that the analysis of unstructured interviews addresses specifically five variables from the theoretical framework (Table 3.21 p.203) and takes analysed data inputs from all the other data collection methods (Table 3.22 p. 204). The five specific variables are:

> ➢ Adoption and adaptation process of social media
> ➢ Training needs of the microbusiness owner
> ➢ Learning processes of microbusiness owner
> ➢ Usefulness of social media
> ➢ Challenges of social media adoption

3.5.1.1 The four step process for analysing unstructured interview data.

Unstructured interview was analysed by following a four steps procedure:

Tabulation	➢ Tabulating data in to pre-determined tables to compress large amount of data in to comparative tables (Kock, 1997; M. B. Miles & Huberman, 1984).
Categorisation	➢ Applying the starting set of categories and concepts based on the research questions (Section 2.5.2 on page 150) to the tabulated data (DeLuca et al., 2008; Kock, McQueen, & Scott, 1997). This process has similarities with the *template analysis method* wherein 'a priori' set of codes are developed (template) to be applied on the data (Crabtree & Miller, 1999; King, 2004; Waring & Wainwright, 2008).
Abstraction	➢ Examining tables for evidence of existing concepts and new concepts to develop gestalts of categories and concepts (Baskerville, 1999; Braun & Clarke, 2006). It involved quasi-statistics such as simple counting, frequency, clustering, noting patterns and relationships (Becker, 1958; Maxwell, 2010; M. B. Miles & Huberman, 1984).
	➢ Quasi-statistics helped in comparison (along with tabulation which contributed to comparison of concepts) and dimensionalisation (adding properties such as range high/low to the concepts) in a process similar to content analysis wherein qualitative data is made objective, systematic and quantitative (Kassarjian, 1977).
Verification	➢ *Direct verification:* The process of understanding the importance of concepts by checking, ranking, ordering and confirming directly with the participants (Morse, Barrett, Mayan, Olson, & Spiers, 2002). Simple quasi-statistics (Becker, 1958; Maxwell, 2010), such as mean, were used to assess importance of the concepts.

➢ *Indirect verification:* The process of iterating between data collection and analysis by predicting (also refutation) and testing contributed to the indirect verification of the data in terms of concepts developed.

Using the process of categorisation, abstraction and verification, the researcher serves as an instrument by actively interpreting (interpretation starts itself at the tabulation process) and drawing inference through reflection (Spiggle, 1994).

The two main types of tables — single site and across the site — had nine variants to capture many facets of the data as listed in Table 3.23.

Table 3.23 List of tables used to compress data

Table nomenclature	Purpose/ Frequency	Duration to be completed	Method of completing	Level of analysis and reflection
Visit summary sheet (p.208)	Summarise what happened. Generated after each visit.	Ideally within 24hrs after leaving the site.	Field notes, recording & transcription	Single loop – Columnar data collated
Evaluation of action taking (p.209)	Analysed the impact of action after a self-determined period of time.	Can take days as it involved seeing the evidence of action on the Facebook.	Field notes, Online participant observation & visit summary sheet	Double loop – correlate with theoretical framework
Compare events and processes across sites (p.210)	Review of events and processes of all the participants. Once in three months	Can take days as it involved seeing the evidence of action on the Facebook.	Field notes, Online participant observation & visit summary sheet	Single loop – Columnar data collated
Perception and attitude (p.210)	Examine changes in perception and attitude. Once in three months	Immediately (verify if required)	Visit summary sheet & Evaluation of action taking	Reflective – double loop
Variables supporting adoption (p.211)	Observing variables which supported adoption across sites. Twice	Immediately (verify if required)	Visit summary sheet & Evaluation of action taking	Reflective – double loop
Effect of action taking (p.211)	Observe effect of action taking over time. Once in three months	Over the research process	Perception as captured from the above tables	Reflective – double loop

(Continued)

Table 3.23 List of tables used to compress data (continued)

Pattern in behaviour (p.211)	Examined the pattern in behaviour of the participants. Once	Over the research process	Perception as captured from the above tables	Reflective – double loop
Action research phases (p.211)	Examine the main phases of action research to assess the evaluation and learning	Over the research process	Perception as captured from the above tables	Reflective – double loop

The tables evolved over time as new aspects came to light (for an illustration of such changes compare Table 3.24 below with Table A1 on page 531). However, after initial changes in the interest of keeping the tabulation process and data comparison simple, it was endeavoured not to substantially change the tables.

Table 3.24 Visit summary sheet developed after each visit (Sample)

Events/Processes	Answers
Date & time (in/out)	29th December 2010 - 10:00 AM - Duration – 120 mins
Which research question	RQ1 How is social media adopted by microbusinesses?
Main purpose	Make the business page – train Food1
Level of use and Stage of concern	Initial training stage of level of use and at the early trail stage of concern.
The situation – a status update	A detailed discussion on the first visit with Food 1 & 2 - resolved all the questions – decided to target Food1 – updates the website and email communication.
How was ETHICS operating?	The initial question set from ETHICS worked well - helped to break the ice
What new appeared? What troubled them the most?	Found that accessibility speed very poor – took ages might be a major problem – moved to the front of the shop – but problem of customers coming and going – not much training achieved – participant wanted to have a play
What is activity on page	Not applicable
What should be done next	Food to contact me after play with the page.
Core category/Categories	Adoption process/ Method
Concepts	stages of concerns - levels of use – collaboration with the researcher - use of ETHICS
Core category/Categories	Adoption process/ Training
Concepts	Use of instructional material

The visit summary sheet was analysed using the 'main purpose' column to classify in to plan, act/operate or measure to investigate, which was the most popular process. Using the date and time stamp, the researcher could allocate time for each process to correlate with the time spent on each process. Using this analysed data, the researcher reported the results of failure of the process management method and precautionary adoption method in Section 4.1.1.1 on page 237. The data and time stamp was collated and analysed by simple addition to estimate the total time spent (collaboration) with the participant and its relation with the level of use of Facebook. The result of this analysis is reported in Section 4.1.1.3 on page 243 and 4.1.1.5 on page 248. The allocation of level of use and stage of concern was collected from each visit and the summary sheet analysed for any relation with success in Facebook. The results of this analysis are reported in Section 4.1.1.5 on page 248 and Section 4.1.1.6 on page 257. Similarly, collating data from the other columns and analysing them using simple counting helped in watching patterns and reaching conclusions.

Table 3.25 Summary of evaluation of action taking (Sample)

Events/Processes	Answers
Date (Period)	Jan-Feb 2011 (4 participant observation) and Visit 3rd Feb (120mints)
Action	Quick start training
What is happening on the FB page	Have made feeble attempts to use the page. Almost no activity. The likes have not increased. One post. Just two known people including the researcher responded. After that silence.
What are the results of participant observation?	Distressing negative results – Most did not use Facebook or did not want to communicate through Facebook. Physical visitors may not be the ideal section to be targeted.
Explanation – why not using or using? Is the concern valid?	Not sure what to do! It was too simple? Discussed about the website and how they spent! Most of the customer mail order… now they are trying to connect with their pos since problems with stock updating on website… I thought customers will come from FB! How! Nothing more to the page…. Another person told them that they will make something which will show them on a map like google maps…!
Decode this what do you think?	They are thinking that there must be more to making a FB page… It was too simple… but they are hesitant to tell me. Should I suggest about custom landing page and tabs! More work for me … but maybe that convinces them to continue
How did ETHICS work?	It provided constant inputs to the researcher and helped to maintain the momentum. A reality check for the participant as to what was expected from them.
What was the reaction to Quick start training?	The Food's loved the instruction manual especially Food2. The task duty statement was quite liked. They enjoyed the level of customisation and self-paced nature of the teaching process.
What is most surprising?	An operating page with great success in the US! Same business… but they refuse to accept this… why? Just to be different?
How is our relationship?	A bit strained now! Visibly agitated with the failure to accept my suggestions. They are sticking to their ground.
What action I need further?	Better to concede – will suggest about tabs during next visit and see the reaction
Predict what is going to happen?	Nothing much is going to happen with the tabs. The US business does not use anything of that sort and is still quite successful
Core category/Categories	Adoption process/ Training
Concepts	Use of instructional material
Core category/Categories	Individual factors/Usefulness
Concepts	richness – access/quality - advertisement - simplicity – easy to use, social influence – Effort – facilitating condition - self-efficacy

Table 3.26 Comparing events and processes across site - third month (sample)

Events	F[1]	C[1]	Ca[1]	B[1]	T[1]	Fl[1]	A[1]	R[1]	G[1]	B[1]
Status of the participants	Page established - Quick start training executed									
Level of adoption	G[2]	G[2]	G[2]	P[2]	P[2]	P[2]	P[2]	P[2]	P[2]	P[2]
What are their plans now	All of them plan to continue using the page									
What is most surprising	Le[3]	He[3]	Li[3]	Vl[3]	Vl[3]	Vl[3]	Vl[3]	Vl[3]	Vl[3]	Vl[3]
What is their use behaviour	±[4]	++[4]	++[4]	N[4]	N[4]	N[4]	N[4]	N[4]	N[4]	N[4]
What is the expectation[5]	H	H	L	L	L	L	L	H	L	H
Level of assistance by researcher[5]	H	H	H	H	H	L	L	L	L	L
Updates on Facebook[5]	L	M	L	L	L	L	F	M	L	F
Increase in number of Likes[5]	L	M	M	M	L	L	F	L	L	F
Responses from/to Customer[5]	L	M	M	M	L	F	F	L	L	F
Quality of updates[6]	S	S	I	S	N	N	N	S	N	N
Making decision about use[7]	A	A	E	P	N	N	N	P	N	N
Communicating with the customer[7]	A	A	E	P	N	N	N	P	N	N
Acquisition of new customer[8]	N	Y	Y	N	N	N	N	N	N	N
Core category/Categories	Adoption process/ Method									
Concepts	stages of concerns - levels of use – collaboration with the researcher									
Core category/Categories	Adoption process/ Training									
Concepts	Use of instructional material									
Core category/Categories	Individual factors/Motivation									
Concepts	Caring – climbing – campaigning									
Core category/Categories	Individual factors/Usefulness									
Concepts	richness – access/quality - advertisement - simplicity – easy to use, social influence – Effort – facilitating condition - self-efficacy									
Core category/Categories	Individual factors/Problems									
Concepts	resources - time - access – broadband									

Note:
1 = F = Food, C = Computer, Ca=Cake, B = Beauty, T = Travel, Fl = Florist, A = Accountant, R = Restaurant, G = Graphic Designer, B = Builder.
2 = G = Good and P = Poor
3 = Le = less effort, He = High effort, Li = little effort and Vl = Very little effort given to make the page successful –'free let's try' attitude
4 = ± = Positive/Negative, ++ = Highly positive, N = Negative attitude towards the whole process - think it will not work
5 = H = High, M = Medium, L = low and F = Failed
6 = E = Eloquent, I = Innovative, S = Standard, N = None
7 = E = Excellent, A= Average, P = Poor, N = None
8 = Y = Yes, N = No

Table 3.27 Change in user behaviour (perception) and attitude of the participant (sample)

Period	User	Behavioural issues	Expectation from Facebook	Perception about Facebook	Researchers viewpoint
3 months	Food1	Highly resistant – privacy – don't want to be desperate	Gain new customer – local – national – global visibility	Sceptical	Headstrong person – not change oriented
	Food2	Not computer savvy	Same	Sceptical	Amicable
6 months	Food1	What to post – using the report in a limited way	Downgraded to local	Still sceptical	Food1 now depending on Food2
	Food2	Time (other job)	Still expecting local national and global	With limited success now positive	Success now depending on Food2
9 months	Food1	Gave up job to Food2	Gained customers	Good	Satisfied
	Food2	Still time a problem	Happy with the progress	Positive	Satisfied
Core category/Categories		Adoption process/Training			
Concepts		Impact of training			
Core category/Categories		Individual factors/Motivation			
Concepts		Caring – climbing – campaigning			
Core category/Categories		Individual factors/characteristics			
Concepts		innovators or adaptor			
Core category/Categories		Individual factors/personality			
Concepts		introvert – extrovert – stable – unstable - intellect/imagination			
Core		Individual factors/Problems			

category/Categories	
Concepts	resources - time - access – broadband

Table 3.28 Variables supporting early adoption across participants

Variables	F[1]	C[1]	Ca[1]	B[1]	T[1]	Fl[1]	A[1]	R[1]	G[1]	B[1]
Resources/Materials[2]	C	C	C	C	C	C	C	C	C	C
Training[2]	C	C	C	C	C	C	C	C	C	C
Researcher support[2]	C	C	C	C	C	C	C	C	C	C
Provisions for follow-up	D	D	C	B	C	B	B	D	B	B
Skills	B	C	C	B	B	B	B	C	C	C
Understanding	C	C	C	B	B	B	B	C	C	C
Commitment	C	D	B	B	B	B	B	B	B	B
Core category/Categories	Adoption process/ Training									
Concepts	Quality of quick start training – degree of customisation – use of instructional material – skill development – impact of training									
Core category/Categories	Adoption process/ Learning									
Concepts	Significance of adult and experiential learning									

Note:

A = absent, B = inadequate, C = adequate, D = ideal

1 = F = Food, C = Computer, Ca=Cake, B = Beauty, T = Travel, Fl = Florist, A = Accountant, R = Restaurant, G = Graphic Designer, B = Builder.

2 = The first three variables were provided by the researcher. It was envisaged to provide (as practically possible) a conditioned and controlled amount of resources/materials, training and researcher support. This was done to remove impact of these variables on the success of the participants.

Table 3.29 Examining immediate and over-time effect of action taking in the participants

Nature of Action	Participant	Immediate effects	Effect over time	Researcher's explanations 'why' by applying categories
	Food	Ineffective	Very effective	Motivation, Usefulness, Personality and Business type
	Computer	Ineffective	Very effective	Motivation, Usefulness, Personality and Business type
	Cake	Ineffective	Very effective	Motivation Usefulness, Personality and Business type
Installation of Facebook Page	Restaurant	Ineffective	Mixed Response	Effort, Time and Personality
	Florist	Ineffective	Ineffective	Personality
	Beauty	Ineffective	Mixed Response	Effort, Time and Personality
	Travel	Ineffective	Ineffective	Business type
	Accountant	Ineffective	Ineffective	Effort, Personality, and Business type
	Builder	Ineffective	Mixed Response	Business type
	Designer	Ineffective	Mixed Response	Business type

Table 3.30 Patterns in behaviour and attitudes across the successful participants

Behaviour	Food	Computer	Cake	Homeopath
Behaviour	Resistant	Lucid	Lucid	Lucid
Expectation from Facebook	Customer	Customer	Customer & community	Customer
What was it used for most	Campaigning – little climbing	Campaigning	Climbing	Climbing
Problems	Time - Content	Time	Time	Time

Table 3.31 Main phases of the action research process

Diagnosis	Action planning	Action taking	Evaluation	Learning
Participant benefit dominant cycles				
Augment website	Resources, training	Install Facebook page	See activity on page	Single – loop – no activity on Facebook
Evaluate concerns	Stages of concerns-levels of use	Probe for concerns	Easing of relationship	Addressing concerns

Table 3.31 Main phases of the action research process (continued)

Evaluate remedial action	Google search to find solutions	Implement solution	Increasing likes on Facebook	Remedy needs further remedy
Increase Facebook traffic	Trial-and-error approach	Various tactics	Some work others don't	Trial-and-error beneficial
Self-training	How to assist	Initiate training	Works for some	Suitable for social media
Researcher interest dominant cycles				
Learning style	Learning style measurement	Implement inventory	Distinct pattern	Learning style influence success
Characteristics	Measure Characteristics	Implement inventory	Distinct pattern	Adaptors more successful
Personality	Measure personality	Implement inventory	Not – so distinct pattern	May influence success
Type of business	Execute adoption in purposefully selected participants	Install Facebook page	Distinct pattern – prediction tested	Type of business may influence success
Service quality	Measure service quality	Implement inventory	Distinct pattern – prediction tested	Level of service quality may influence success
Business activity	Identify differences	Participant observation	Distinct pattern – prediction tested	Business activity impacts Facebook use
Social media performance	Measure performance	Implement techniques	Not much success	Difficult to measure performance

The reflection on tables was performed using the following six guidelines:

- ➢ Second thoughts or own feelings on what was being said or done
- ➢ Doubts about the quality of data being recorded
- ➢ A new core-category or categories explaining what was happening
- ➢ A mental note to pursue an issue further in the next contact
- ➢ Cross-allusions to something in another part of the data
- ➢ Elaboration or clarification of something said or done

The concepts and categories added or found significant developed through the tabulation process (See section 3.5.1.3 p. 214) and were subsequently verified

from the participants using a qualitative scale, such as good/bad, agree/disagree, as detailed in Table 3.7 on page 188. This data was converted into histograms and presented throughout the Findings chapter wherever applicable.

3.5.1.2 Making and testing predictions (also refutation).

Because of the analysis, predictions were made about the success of a particular event or process and tested to check its efficacy. Some of the bigger picture predictions are in line with theoretical framework and other ground level predictions were made during the research process. The prediction made during this research and the testing process is listed in Table 3.32.

Table 3.32 List of prediction and their testing

Prediction	Testing
Ground level predictions	
Customised landing pages and tabs will not serve any purpose in Facebook business page. They are not viral and behave like websites within the Facebook page. They defy the central role of consumption of news through newsfeed	Creating landing page and tabs for the participants and observing their performance
Success in using Facebook has to be defined in accordance to the business, its size and scale of operation	Online participant observation to compare success in terms of interaction and number of likes.
Content development will be major issue for all participants	Taking on-board large number of participants to find if they face this problem
Building Facebook traffic will be a problem.	Simple observation on the number of likes and interaction
Traffic creating techniques not equal for all	Trying the techniques on the participants and observing their rejection of most.
Most will not get new customers	Purposeful questioning.
Bigger picture predictions	
Role of business type	Purposefully selecting participants of specific type
Role of gender	Purposeful selection of even spread between genders.
Role of learning style	Measuring learning style of participants
Different motivation to use social media	Online participant observation
Different personalities	Measure personality

3.5.1.3 Addition to core categories, categories and concepts.

Analysis of the unstructured interviews provided the seedling to expand the understanding of social media implementation in microbusinesses by adding two core-categories to the starting two core-categories as displayed in Table 3.33.

Table 3.33 Core-categories that were added during the research

Core-categories from the literature review at the start of the research	Core-categories added during research after finding its existence from unstructured interview data analysis and matching with literature review
➢ Initiation, adoption and adaptation process	➢ Organisational factors impacting acceptance, use and incorporation
➢ Individual factors impacting acceptance, use and incorporation	➢ Performance measures impacting acceptance, use and incorporation

It also expanded the understanding of the two starting core-categories by adding six categories as displayed in Table 3.34. The six categories found to influence the implementation of social media was matched with literature review to develop propositions and sub-research questions for further data collection and testing.

Table 3.34 Categories added to core-categories during the research

Core-categories (See Table 3.33 for details of their origins)	Categories obtained from literature review	Categories added during the research process after finding its existence from unstructured interview data analysis and matching with literature review
Initiation, adoption and adaptation process.	➢ Method	➢ Training ➢ Learning
Individual factors impacting acceptance, use and incorporation.	➢ Motivation ➢ Actual use`	➢ Continued use ➢ Characteristics ➢ Personality ➢ Problems ➢ Type ➢ Marketing ➢ Activities
Organisational factors impacting acceptance, use and incorporation.		
Performance measures impacting acceptance, use and incorporation.	➢ Competitiveness ➢ Financial performance ➢ Service quality ➢ Flexibility ➢ Resource utilisation ➢ Innovation	

The three categories for core category 'organisational factors' were identified through the unstructured interview process and subsequently matched through literature review to develop propositions and sub-research questions for further data collection and testing. The core-category 'performance measure' was identified during the analysis of unstructured interviews as an important construct which could impact social media implementation. However, due to the absence of existing performance measurement systems within microbusinesses, the starting categories were developed from the literature review for further investigation.

Table 3.35 and Table 3.36 show the starting and added concepts (in italics) for the starting core-categories.

Table 3.35 Concepts and categories added to core category (Initiation, adoption and adaptation process) during analysis of unstructured interviews.

Categories	Concepts
Method	*(efficacy of process management method – efficacy of precautionary adoption method)* stages of concerns *(Quick and effective resolution of concern, Continual probing for concern, Validity of concerns, Recognising stages of concerns)* - levels of use *(Encouragement for higher levels of use)*– collaboration with the researcher *(relation between collaboration and success)* - quality of the process - *use of ETHICS* - relation between expression of concern and success – relation between levels of use and success– relation between expression of concerns and levels of use *(Relation between knowledge and level of use)*
Training	Quality of quick start training *(value of expected gains, relation between quality of training and value of expected gains, quality of instructor)* – skill development *(use of skills learnt)* – impact of training *(Requirement of Quick start training) (Ability to hold the participant's interest, , Time on each topic, clear objectives, right level for trainee effectiveness of on-site training)*Amount of learning, productivity increase degree of customisation *(customised content creating ideas)*– use of instructional material *(quality of instructional materials)* Task duty statement - Develop and update the Timeline - Posting on Facebook page - Promoting post on Facebook - Reply to messages, comments, likes and post - Like pages relevant to the business - Browse business newsfeed - Check and analyse insights *Work environment impact - Focusing on emarketing, greater marketing surveillance, positive attitude about eWOM, felt more motivated, higher selling orientation, better internal communication* Self-training Usefulness of self-training – role of assistor *(Identifying trainee competence, recognising trainee limitation, providing new impetus, imaginative contribution, quality of assistor, commitment of assistor)* – control of self-training *(Setting priorities, making decisions, flexibility, creative endeavours, solving problems assessing results)* – *(Positive effect of Self-training, , Assistance provided for self-training) learning by negotiating - assistance for the broader process - learning on the job - learning by searching - reversal of the conventional approach - development within - link with market - learning by doing*
Learning	Significance of adult and experiential learning *effective feature of the learning process - overall effectiveness of the learning process, self-directed/determined learning, transfer of knowledge trainee to learner, sequencing of learning material, internal motivation, actively involved in learning, building on previous knowledge and experience, learners construct their own knowledge, solving real problems* *What they need to know -* – formal over informal– – single and double loop learning style profile – learning style type

Note: Concepts which are added during the analysis process are indicated in italics

Table 3.36 Concepts and categories added to core category (Individual factors impacting acceptance, use and incorporation) during analysis of unstructured interviews

Categories	Concepts
Actual use	Usefulness - *Advantage over bulk emailing, advantage of asynchronous communication. advantage over print, radio and email, increasing sales through word of mouth*, *wider customer access* richness – access/quality communication - *reliability at receivers end* - advertisement - simplicity – easy to use, social influence
	Effort - *portray story of the business on timeline, check and analyse insights, browse business newsfeed for awareness, execute deals on Facebook, respond to customers, promote post on Facebook, Developing a user base on Facebook, Prepare content for Facebook 'command language'* – facilitating condition *hype about Facebook, no cost to use, increase in number of likes, availability of broadband, access to computer/mobile device, feedback from family and friends* - self-efficacy - *Belief about Facebook's future, attitude about selling on Facebook, experience in selling, offline engagement with customer, use of trial and error, women more able than men*

Note: Concepts which are added during the analysis process are indicated in italics

3.5.2 Analysis of semi-structured interviews.

This section explains the procedure followed for analysis of the semi-structured interview data, which specifically addressed the following eight variables from the theoretical framework (Table 3.21 p.203) and takes analysed data inputs from all the structured and participant observation data (Table 3.22 p. 204) as shown in Table 3.37.

Table 3.37 List of analysed data, which were interlinked with semi-structured interview data for better sense making and understanding

Variables (categories) addressed by semi-structured interviews	Other source of analysed data which assisted or was inserted in the analysis of the semi-structured interviews
Adoption and adaptation process of social media	Initiation of collaborative process using ETHICS[1].
Continued use of social media	Structured analysed data inputs from Servqual[2] (See Table 3.45 p. 222).
Characteristics of the owner	Structured analysed data inputs from Kriton adaption-innovation inventory Technology readiness index (Tri) (See Table 3.45 p. 222)
Personality of the owner	Structured analysed data inputs from Eysenck's Personality Inventory (EPI) & International Personality Item Pool (IPIP) (See Table 3.45 p. 222).
Type of business	Structured analysed data inputs from selection of participant (settings of business) (3.2.1.4 p.170).
Relationship marketing	Structured analysed data inputs from Servqual[2] (See Table 3.45 p. 222).

Table 3.37 List of analysed data, which were interlinked with semi-structured interview data for better sense making and understanding (continued)

Business activity determinants	Structured analysed data inputs from selection of participant (actors of business) (3.2.1.4 p.170)
Performance measurement	Analysed data inputs from type of business and relationship marketing.

Note:
1 = Effective technical and human implementation of computer-based systems (ETHICS) (Mumford, 2001). This was the instrument, which initialised, maintained and assisted action taking during the collaborative process. (See Section 4.1.1.3.1 on p. 244) (For the actual questions see Table 4.3, Table 4.4, and Table 4.5 on p.245 and 245).
2 = A multiple-item scale for measuring consumer perceptions of service quality

The data analysis procedure for semi-structured interviews was similar to the unstructured interviews besides the first step (tabulation) since data was collected in tabulated forms. The subsequent three steps (categorisation, abstraction and verification) were common for the analysis procedure (3.5.1.1 p.206). Theoretical knowledge was generated by applying existing concepts and searching for new concepts (continually) which reinforce or undermine the propositions (theoretical framework). The flexibility and iteration with the theoretical framework ensures that the researcher's "view of the problems being addressed does not simply overlap the respondent's and that the theory is not simply superimposed upon the collected data" (Witzel, 2000, para. 2). Another difference with the unstructured interview was use of multiple parameters for case comparisons (such as comparing events, actors, categories and sometimes core-categories) by a systematic "maximum and minimum contrast" (Witzel, 2000, sec. 5). For example, contrast between usage characteristics of Facebook and task characteristics, level of Facebook use and type of business (higher to lower intangibility), pattern of usage and its association with business activity and so on. The maximum and minimum contrast principle helps in formulating a hypothesis for plausible interpretation of the data, which may be theoretically guided deduction or induced by the data in the form of a totally new hypothesis. Overall, by using this process, better granularity was achieved, ultimately resulting in a highly representative focused hypothesis which is supported and supplemented by empirical material.

Using the above method and principle, data analysis (in addition to the three steps) for the eight variables from the theoretical framework (categories) (Table 3.37 p.216) is explained in Table 3.38.

Table 3.38 Semi-structured interview analysis process for the eight variables

Categories	Analysis procedure
Initiation of collaborative process using ETHICS[1].	The purpose of analysis was to find out the usefulness of the questions to maintain the collaborative process between the researcher and the participant. Besides tabulation and categorisation a direct verification process was used which was co-related with Facebook success, type of business and level of use. (Refined questions set claimed as a output of the research process)
Continued use of social media	The purpose of analysis was to find out the reason behind why the successful participants continued use of the page and others dropped use of the page. The tabulated responses from each type of participant were compared and then categorised into expectation and perception. Researcher then interpreted the data by assigning range values (dimensionalisation) to draw inferences. The inference was then compared with structured analysed data inputs from Servqual[2] (See Table 3.45 p. 222). It was also compared with categories of type of business, personality, characteristics and online observation data. This helped researcher establish relationship with other categories and also prove or negate hypothesis.
Characteristics of the owner	The purpose of analysis was to find out if the successful participants shared any specific characteristics, which might pinpoint to their success. The responses from the participants were compared with structured analysed data inputs from Kriton adaption-innovation inventory and Technology readiness index (Tri) (See Table 3.45 p. 222). The data was interpreted and inferred by co-relating with Facebook success, type of business and level of use to prove or negate hypothesis.
Personality of the owner	The purpose of understanding the personality of the microbusiness owner was to understand if there was a specific type of personality, which would be ideal for social media. The responses from the participants were compared in addition to the structured analysed data inputs from Eysenck's Personality Inventory (EPI) & International Personality Item Pool (IPIP) (See Table 3.45 p. 222). The claims were subsequently re-verified from the participants. (See Table 3.40 p. 220 for concepts found important).
Type of business	The purpose of analysis was to examine whether a specific type (s) of business was more successful than others. The structured analysed data inputs from selection of participant (settings of business) (3.2.1.4 p.170) was compared with the tabulated responses from the participants. Data from online participant observation (selection process such as events and processes) was compared. The researcher interpreted this data to from prediction, which was tested (Cycle 2) to reach conclusions.

Table 3.38 Semi-structured interview analysis process for the eight variables (continued)

Relationship marketing	The purpose of measuring service quality was to see any relationship between level of service quality and Facebook adoption. Another purpose was to observe whether Facebook had any impact (improvement) on the level of service quality. The first purpose was achieved by comparing level of service quality by taking structured analysed data inputs from Servqual[2] (See Table 3.45 p. 222) with extend of success in using Facebook. Despite an uneven measurement, it gives an indication towards the relationship between service quality and Facebook adoption (Table 4.19 on page 342). To understand the impact of Facebook on service quality purposeful discussion were conducted with the participants. This discussion was analysed by categorisation (resulting in identifying new concepts) which were abstracted to categories as listed in italics in Table 3.42. The participants were also asked to grade in terms of the importance of the new concepts and the results are reported in Section 4.3.2.2 on page 343.
Business activity determinants	The purpose of the analysis was to establish whether any specific business activity positively impacted Facebook activity. The structured analysed data inputs from selection of participant (actors of business) (3.2.1.4 p.170) was compared with categorised responses from the participants. The comparison was then abstracted through dimensionalisation by assigning ranges for example 'low specialisation –high formalisation' to draw interpretation and inferences. Indirect verification was performed by comparing this inference with online observation data.
Performance measurement	The purpose of the analysis was to find how the performance of social media can be effectively measured. The process of analysis takes analysed data inputs from type of business and relationship marketing. The data is categorised and compared to develop abstraction through the process of ranging (dimensionalisation) (high uncertainty – low uncertainty). An integration process is followed through axial coding by noting in the data, context, strategies and outcomes and mapping relationship between various gestalts of categories and core-categories.

Note:
1 = Effective technical and human implementation of computer-based systems (ETHICS) (Mumford, 2001). This was the instrument, which initialised, maintained and assisted action taking during the collaborative process. (See Section 4.1.1.3.1 on p. 244) (For the actual questions see Table 4.3, Table 4.4, and Table 4.5 on p.245 and 245).
2 = A multiple-item scale for measuring consumer perceptions of service quality

The categories and concepts and the additions made during the process of analysis (shown in italics) is listed in five tables.

Table 3.39 Addition to categories and concepts - Continued use

Categories	Concepts
Continued use	Habit – expectation – satisfaction – *exit interviews – not useful - not suitable not Facebook, other social media, repeat customers, sub-contractors – personal contact.*

Table 3.40 Addition to categories and concepts - Characteristics and personality of the microbusiness owner

Categories	Concepts
Characteristics	innovators or adaptor, Technology readiness (structured data collection and analysis) qualification (No additional concepts found)
Personality	introvert – extrovert – stable – unstable
	Extraversion, Agreeableness, Conscientiousness, Emotional Stability, Intellect/Imagination (structured data collection and analysis)
	talkative, warm, reliable, uninhibited, imaginative, spontaneous, flexible, creative

Table 3.41 Addition to categories and concepts - Type of business

Categories	Concepts/sub-concepts
Type	Degree of intangibility – Tangible dominant – Intangible dominant
	Market positioning – weighted towards evidence – weighted towards image
	tangible actions to people's bodies - tangible actions to goods and other physical possessions - intangible actions directed at people's minds - intangible actions directed at people's intangible assets
	Customer needs to be physically present – customer needs to be mentally present or both
	Extent of judgement in service delivery – high low
	Degree of interaction - - maintenance, task and personal - Feedback from customer, requirement of confidentiality, duration of contact with customer, customer's ability to choose alternative options, customers' ability to evaluate services, customers knowledge about their requirements
	Degree of contact - high contact – low contact -
	Degree of customisation – high – low
	Professional services – service shops
	Products of joy and celebration more successful than pain

Table 3.42 Addition to categories and concepts - Relationship marketing

Categories	Concepts
Relationship Marketing	Relationship marketing – service quality (structured data collection and analysis) – Tangibles - Personnel and shop appearance – orientation and location of shop – tools and equipment's – online tangibility – website appearance – social plugins Reliability - Dependability – Accuracy – Right the first time. Responsiveness – Promptness – Willingness – Readiness – time to act Empathy – Understanding & Knowing customer and Access in terms of ease of contact
	Assurance – Communication, Credibility, Security, Competence and Courtesy Assurance - competence - *skill development - gain of knowledge*
	Assurance – *improvement in courtesy levels - Improvement in openness, increase in friendliness, improvement in online politeness, according warm welcome to new likers, escalation in respect for online community, prompt response to comments and posts, dealing skilfully with irate customers, accepting limitation and failures*
	Assurance – communication capability - *listening, reading, writing and efficient use of language* Assurance - Credibility - *improves believability, increases trustworthiness, established reputation, conceals hard selling, focus towards honesty, customer's interest at heart*
	Assurance - Security - social presence - customer confident - sense of security

Table 3.43 Addition to categories and concepts - Determinants of business activity

Categories	Concepts
	Degree of specialisation - defined by uniqueness, differentiated, special services
	Functional differentiation- distribution of job among the owners - outsourcing
	Professionalism - education and training, professional training or membership.
	Formalisation - the level of rules and procedures in conducting business activity
	Centralisation - authority and freedom to make choices
	Age of the business
Business Activity	Administrative intensity = extend of administration required to operate the business
	Slack resources - resources required to maintain the operations
	External communication - exchange of information with all concerned
	Internal communication - degree of communication between the owner and between employees and owners
	professional activity - external communication
	formalised approach - mandatory use
	Greater intangibility higher the need for display of specialisation and professionalism in Facebook application
	Fundamental changes in the advertising and selling processes of the microbusiness

Table 3.44 Addition to categories and concepts - Performance measure

Categories	Concepts	Sub-Concepts
Results	Competitiveness	Relative market share and position - Sales growth - Increase in customer base - *Information v/s deals Gaining new customer v/s servicing existing ones*
	Financial performance	Profitability - Market ratio
Determinants (Business strategy)	Service quality	Reliability-Assurance-Responsiveness – Tangibles - Empathy (See Table 3.42 p. 220)
	Flexibility	Volume – delivery – specification
	Resource utilisation	Productivity – efficiency – *happy hours – slack hours*
	Innovation	Process – individual – *feedback – polls – identify services, intelligence – surveillance*
Improvements in determinants of business strategy		
Determinants	Environment	Turbulence-Uncertainty-Complexity-Degree of competition-Customer orientation – *harsher environment focus on deals*
Determinants	Business type	Professional service - Service shop – *professional service more qualitative measurement – reputation – trust for both – social proof*

3.5.3 Structured interview data analysis.

The data computed and processed onto graphs or tables were compared with successful and failed participants to obtain patterns or relationships between success and failure. The results of the analysis (see Table 3.45 for corresponding section in the Findings chapter for details) were reported to the participants.

Table 3.45 Variables examined using structured data analysis and corresponding section where results are reported

Variables	Findings Section
Learning style of the owners	Section 4.1.3.5 p.278 & Section 4.1.3.6 p.281
Characteristics of the participants	Section 4.2.2.1 p.302
Technology readiness of the participants	Section 4.2.2.1 p.302
Personality of the owners	Section 4.2.2.5p. 312
Personality of the owners	Section 4.2.2.5p. 312
Service quality of the business (Participants)	Section 4.3.2.1 p.341
Service quality of the business (Owners)	Section 4.3.2.1 p.341

The analysis, performed on an Excel spreadsheet for each inventory, is explained below:

> *Learning abilities and style*: The scores of concrete experience, reflective observation, abstract conceptualisation and active experimentation (learning abilities) along with the difference between abstract conceptualisation and concrete experience and active experimentation and reflective observation (learning style) is computed for the 31 individuals. Mean, median and mode were computed for the learning abilities scores to establish a scale of low (8-12), medium (13-17) and high (18-24). The participants were first divided as successful and failed and then using this scale classified based on their learning abilities. Since there was an uneven distribution (in terms of quantity) between failed and successful participants, percentage was calculated (such as percentage of participants who scored high on concrete experience within the population of failed participants) to obtain a workable comparison. For graphical representation, the four successful cases were compared with four unsuccessful cases to show the major difference between them. For learning style, the distribution of accommodators, convergers, diverger and assimilator were examined by simple counting. Similar to learning abilities, difference between the learning styles of successful and unsuccessful participants were examined to find any trend or pattern.

> *Characteristics of the participants:* The seven successful participants were examined for their innovative versus adaptor tendencies. The scores of each participant was computed by simply adding up the values for the 32 questions. The sub-division between creative, methodical and conformist was also

computed. Following the basis of high and low recommended by the author, the participants were characterised as adaptor or innovator along with if they were creative, methodical or conformist. Similar to this calculation, the technology readiness index was computed for a different set of 15 participants. The only difference was that this involved a negative scale and hence the scores had to be subtracted by six. Based on the scores, the participants could be categorised as optimistic, innovative, insecure and uncomfortable resulting in an overall score which indicated technology ready or less ready for technology. These results were then the subject of discussion during semi-structured interviews.

➢ *Personality of the owners:* The Eysenck data is examined using the author's examination scale which classified the participant's answers on extraversion, neuroticism and a lie scale. A score more than five on the lie scale indicates that the participant is trying to portray an image of him/herself and hence to be disregarded. The extraversion and neuroticism were then plotted on a graph (as conceived by Eysenck) to examine the distribution of the participants on the four quadrants of sanguine, choleric, melancholic and phlegmatic. The big five personality pool requires the answers to be first converted to figures (1-5) and then added up based on the questions to give individual figures for extraversion, agreeableness, conscientiousness, emotional stability and intellect/imagination. Subsequently, the findings formed the feed for semi-structured interviews.

➢ *Service quality:* The scores for each participant were added up after converting the negative questions by inverting the scale to get total score for the expectation and perceptions. Sub scores for each set of questions which represented tangibles, reliability, responsiveness assurance and empathy were computed to ascertain their individual scores. The scores were then subtracted (perception – expectation) for the sub scores and the final quality score. Similarly, the data were collected from customers during participant observation at the action research sites. The scores then formed the basis of discussion during semi-structured interviews.

Overall, the results of the structured interview formed the feed for conducting three of the semi-structured interviews wherein indicative trends were discussed with the participants with the hope of gaining further insights.

3.5.4 Participant observation at the action research sites.

The data from the participant observation physically performed at the action research sites was partially processed (analysed) and fed into tables developed for unstructured/structured interviews and as well into data analysis of online participant observation. The three different types of data collected were analysed (processed) as follows:

➢ For the first type (customer feedback about Facebook and business owner feedback) three steps were followed:
  o The data collected using the Table 3.18 on page 200 was analysed using simple quasi-statistical technique such as histogram to establish the distribution of the customers' viewpoint about Facebook.

- o The customer viewpoint was transmitted to the business owners and their feedback was collected (see Table 3.19 on page 200). This feedback was analysed by categorising and abstracting (comparing and contrasting to develop themes) (sense making) about how the business owners perceived their customer's opinion about Facebook. The theme, such as positive attitude, more action on Facebook and 'I told you so' (it wouldn't work), helped in understanding the owner's reaction.

- o This feedback was further inserted into Table 3.25 Summary of evaluation of action taking (Sample) for further analysis.

- ➤ The second type of data collected was for understanding the perception of the customers on the level of service quality of the participating businesses. The data collected was fed into the structured interview (Section 3.5.3 on page 222) to be analysed along with the data from the owners.

- ➤ Finally, the data collected about task characteristics (business activity) using Table 3.20 on page 201 was analysed by arranging participants who had similar types of business activity. Next co-relation was attempted to be established between business activity and the concepts of Facebook activity. The Facebook activity, which was developed by data analysis of online participant observation of the action research participants as detailed in Table 3.46 on page 225 and the overall results are reported in Section 4.3.3.1 on page 349.

3.5.5 Online participant observation.

The analysis of online participant observation for both action research participants and non-action research participants was performed using categorisation and abstraction. The process of analysis is explained in two subsections: one for action research participants (3.5.5.1) and the other for non-action research participants (3.5.5.2). The salient difference between online participant observation for action research and non-action research participants are two-fold in focus and timing, as explained below:

- ➤ *Focus* - The focus of analysis for action research participants was about the nature of activity wherein for non-action research it was about the extrinsic motivation.

- ➤ *Timing* – The coding activity was performed for the non-action research participants at the start and progressively midway through the project whereas for the action research participants it was performed towards the end of the project. It means that earlier coding activity (analysis) influenced the latter such that it avoided similar codes to focus simply on activity.

3.5.5.1 Data analysis procedure used for online participant observation at the action research sites.

The primary purpose of analysis was to uncover the nature of Facebook activity performed by the action research participants. The analysis for the data collected for examining the nature of Facebook activity (conceptualised as category) was performed by open coding the data into sub-concepts and then axial coded into concepts. Using this procedure, Facebook activity could be categorised in to three main concepts as shown in Table 3.46.

Table 3.46 Three categories of Facebook activity

Sub-concepts	Concepts
Deals – discount Pictures – information	Marketing - *Qualitative, quantitative or both*
Sharing links of the past, sharing links of the future, sharing links of present activity.	Reputation - *Knowledge links - backward looking – past information or forward looking future information*
Knows liker personally – connected on personal profile – no connection with likers – some connection with likers	*Connection - Face-to-Facebook connect*

The three concepts of Facebook activity were used to compare the four concepts of business activity (from the Table 3.20 on page 201) to identify whether any pattern could be established. The final results of this comparison are reported in Section 4.3.3.1 on page 349.

3.5.5.2 Data analysis procedure used for online participant observation with non-action research participants.

The primary purpose of this analysis was to understand the motivation of Facebook use by microbusinesses. The data was purposefully coded to identify the motivation behind making a post on Facebook. The coding process was performed in two steps — categorisation and abstraction — to develop concepts and categories. Eighty-six open codes or sub-concepts were developed from 1500 posts, which were abstracted into eight minor concepts and further reduced to four main concepts as shown in Table 3.47.

Table 3.47 Sub-concepts, minor concepts and concepts developed from the online observation data

Sub-Concepts (open coding)	Minor Concepts	Concepts
Promoting link of website - Include customer review of the product - Requesting recommendation and giving discount for the recommendation – simultaneous promotion of both website and FB site - A punch line with some critical information about the product - Clearance sale - Price drop announcement- text this was so much now so much less Auction – over Trademe – Blogs - using personal Facebook to promote business page - Weekend Deals/Brand deals/Special day deals - Holiday open house, Sidewalk sale, mother's day - Limited period deals announced on FB Exclusive for FB with a special FB Code - First three comments will get special deal! – Clearance sale - Facebook fast sale Tweeting to announce specials –Competition and prize to increase likes	Promoting online deals on Facebook	Promotion
– in stock – passionately discuss the product – food grouping - what is available – what is finished - supplied on demand - New Arrivals – photo of product – photo of finished food – link weather to food – Intense sampling/trials – self referral – expired product+photo/Ingenious approach - recommend and suggest - refer competitor products - expert staff profile Introduction of New products New service created on Facebook "Honeymoon Registry" with photos and information	Service suggestions	
link of website/blog - Laughs and Gigs related to your industry - videos posted about how to use the product – smart tip - problem about the product - maintenance - recipe - theme months (Christmas) - warning - Product recall	Special knowledge	Information
Sold Out - thank the customers - delay in shipment - New Store Opening - Achievements - New arrivals - Anniversary - Shop timing	Announcement	
What they expect on fb: Survey Vote poll Competition Review writing prizes customer feedback Calls to action	Seeking opinion of customer	
Earth hour etc. /flood / earthquake/charity - Wishing on festivals and occasions – festivals/days/local days and festivals - Acknowledge social media importance - connecting with customers, family and friend during earthquake - Promoting related events - Conducting social events - Promoting others events - Workshops /fair - ticket sale - - Charity	Demonstrate community concern	Sociability
- B'day of family members - Admitting mistake - Humour - comment/feeling - Anniversary - employee participation- posting picture of employee - congratulating employee on personal event Add photos and videos - shop front - staff - event – Quote - Courtesy calling/thanking	Personal touch	
Recruit employees	Recruitment	Recruitment

Quasi-statistics (simple counting) was applied to find the most dominant concept arising from this data analysis. The starting set of concepts (Table 3.48) was applied to this developed code for comparison and reflection (abstraction). The new concepts developed are shown in italics in Table 3.48.

Table 3.48 Addition to categories and concepts - Motivation

Categories	Concepts
Motivation	connecting with weak ties – caring – climbing – campaigning
	promotion, information, sociability and recruitment

In addition to the coding process, the data that was collected and analysed during selection of the 37 online participants were updated and used to reflect on the starting and new concepts (see Section 3.2.3 on page 176). In particular, the chart of events and processes (Figure 3.7 p. 179) were correlated with a number of sub-concepts using simple quasi-statistical techniques, such as mean and control charts. This process helped to map relationships between sub-concepts and concepts, and events and processes. The results of this analysis are reported in 4.2.1.1 page 285.

3.6 Quality and Ethics of Action Research

This research meets the quality requirements of action research and the ethical requirements of the University of Waikato. The quality requirements as specified by several authors and responses are listed as below:

> ➢ Quality requirement (Baskerville & Wood-Harper, 1996) – Table 3.50 p.230

> ➢ Quality requirement (Baskerville & Wood-Harper, 1998) – Table 3.51 p.231

> ➢ Quality requirements (Davison et al., 2004)   – Table 3.52 p. 232

Despite using the Lewin method of action research, these guidelines are valid for this investigation. There may be some overlap but all three guidelines are used to demonstrate the versatility and capability of the Lewin method of action research and quality of this investigation. The tables above has some validity methods specific to action research but since research uses multiple paradigms, multiple methods, multiple data collection and analysis methods, a more encompassing quality requirements are established as shown in Table 3.49 page 229. The researcher attempts to meet multiple research quality standards to achieve a higher level of trust and credibility for his research.

To perform this research, prior ethical approval was obtained from the University of Waikato Ethics Board. Approval from participants after giving them suitable information about the research process (Appendix 3 p. 529) and formal consent was obtained (Appendix 4 p.530). No such approval was obtained for participants used for the online participant observation process which is consistent with other research (Forte, 2004). Overall, the participants were not harmed and no adverse business problems occurred during the research process.

Table 3.49 Quality standards associated with research paradigm

Paradigm quality standards		This research
Positivist[1]	Interpretive[2]	A weak constructionist or post positivist standpoint.
		Critical - It advises and transforms participants.
Rigour	Trustworthiness (reliability)	Trustworthiness – actual results and operating Facebook pages in the public domain.
		Extensive iterations for elongated period of time.
Internal Validity	Creditability how believable are the findings?	Extend prolonged engagement extending for a period of three years
		Persistent observation and extensive testing.
		Multiple data sources and cross checking – empirical evidence versus participants perception
		Bias ruled out through extensive engagement and verification
		Causal links established mostly between success and other variables.
External validity Generalisation Representative sample	Transferability - do the findings apply to other contexts? Applicability	Extensive sampling parameters used for selection of participants
		Transferability within the context of microbusinesses maybe possible with other technology.
		Thick descriptive data have been generalised to draw trends in the interest of external validity.
Reliability Replicability	Dependability are the findings likely to apply at other times Consistency	Extensive verification and testing through prolonged engagement and persistent observation ensure reliability and dependability.
		Replicability and consistency could be achieved if the multivariate situation can be re-created.
Objectivity	Conformability Neutrality	Objectivity, conformability and neutrality is achieved through rigour, trustworthiness, validity, credibility, transferability and dependability.

Note:
1 = Natural science - Quantitative– field studies Case studies
2 = Social science – Qualitative -
(Schwandt et al., 2007 pp.18-19)

Table 3.50 Action research quality guidelines (Baskerville & Wood-Harper, 1996)

Criteria		This research
1.	Considerations for Paradigm shift	
1.1.	Is action research appropriate for the question (e.g. immediately relevant methodology or theory-formulation)?	The research aims to produce a social media adoption methodology, which can be used immediately by microbusinesses. It also has a theory development agenda.
1.2.	Who composes the main body of scientists concerned with this research question?	The author is a PhD researcher from the interpretive philosophical standpoint.
2.	Establishment of a formal research agreement	
2.1.	Informed consent	The participant was informed about the action research process. The client was given the choice of co-authoring the research papers and they showed no inclination for co-authoring research papers.
3.	Provision of a theoretical problem statement	
3.1.	Theoretical foundation must be present as a premise	An iterative theoretical foundation is present (2.5 p.143)
3.2.	Iterations of theory	Multiple iterations two Cycle process.
4.	Planned measurement methods	
4.1.	Audiotaped conversations of unstructured and structured interviews	Data available for examination
4.2.	Audiotaped conversations and notes of action taking	Data available for examination
4.3.	Live Participant observation – notes	Data available for examination
4.4.	Online participant observation – notes	Data available for examination
4.5.	Disassociated 'watcher'	No disassociated watcher involved.
4.6.	Pronounce the measurement approach before undertaking the intervention	Date collection techniques were pronounced and permission obtained prior to start of the experiment.
5.	Maintain collaboration and subject learning	
5.1.	Nurturing collaboration	The participants were motivated since they had the hope of gaining new customers. This led to extensive collaborations and exchange of ideas.
5.2.	Subject learning	The role of the researcher oscillated from being facilitative to collaborative and expert involvement. Since the research involved implementation of new technology the researcher had to obtain subject learning
6.	Promote iterations	
6.1.	The research data should record the repetitive planning, taking and evaluating of organizational actions.	Repeated action taking and evaluating cycles were undertaken (A5.4 p. 536).
6.2.	Record failure	The first cycle is recorded as a failure cycle (A5.1 p.531)
6.3.	Cycles end after problem is solved	The cycles were ended once Facebook was streamlined and the participants started considering it as one of the tools for marketing by regularly populating the tool and responding quickly to customer comments.
7.	Restrained generalization	
7.1.	Idiographic orientation	No tentative causal link is claimed outside the context of social media Facebook business page.
7.2.	Synchronic reliability	Multiple researchers not present
7.3.	Validity of the research	Validity is achieved by successful embedding of Facebook in the participant business.

Table 3.51 Action research quality guidelines (Baskerville & Wood-Harper, 1998)

	Criteria	This research
1.	IS rights to an action paradigm	
1.1.	Is it necessary to copy the social science action research model?	This research uses the original Lewin social change model.
1.2.	Exclusive paradigm	A broader boundary is considered for the action research method.
2.	Validity in IS action research	
2.1.	The research should be set in a multivariate social situation	Microbusiness is a social situation having multiple variables. On the surface the owner characteristics, technology, nature of business, extend of online presence and extend of competition may be some of the variables. Within these variables, number of sub-variables such as level of education of the owner, gender and a second job that assures a fixed income all would play a role in the technology adoption process.
2.2.	Observations are recorded and analysed in an interpretive frame	Yes
2.3.	Researcher action that intervened in the research setting	Yes
2.4.	The method of data collection included participatory observation.	Yes
2.5.	Changes in the social setting were studied.	Yes
2.6.	The immediate problem in the social setting must have been resolved during the research	Resolved
2.7.	The research should illuminate a theoretical framework that explains how the actions led to the favourable outcome	Yes
3.	Necessity for intellectual heritage	Not necessary
4.	Research-practice distinctions	
4.1.	Validity criteria make the distinction	See Pt. No. 2
4.2.	Co-authoring with participants	Participants were offered to co-author but they showed no interest to co-author papers
5.	Selection of the proper form	
5.1.	Based on goals	All three goals of organisation, system and theoretical development. The existing form of action research methods do not aim to undertake all the goals. Multiple methods are used such as action research, participant observation and ETHICS to meet all the three goals.
5.2.	Researcher involvement	Oscillating involvement depending on multiple methods and goals of the research
5.3.	Research structure	No legal contract established. But a rigorous structure was helpful in providing a systematic solution to the problems of the participant
5.4.	Research process	Ill-defined problem – iterative process model adopted.
6.	Explicit methodology	
6.1.	Multiple methodology sequentially used	Action research, participant observation
6.2.	Mixing of methodology	Multiple mixing performed

Table 3.52 Action research quality guidelines (Davison et al., 2004)

	Criteria	This research
1.	The Principle of Researcher-Client Agreement	
1.1.	Did both the researcher and client agree that canonical action research was the appropriate approach for the organizational situation?	The participants had no knowledge about action research. The researcher explained them the process and they accepted the process.
1.2.	Was the focus of the research project specified clearly and explicitly?	The participants and the researcher were aware of each other's goals. The participant expected to gain new customers from the tool. The researcher expected to develop scientific knowledge from understanding the adoption process.
1.3.	Did the client make an explicit commitment to the project?	Yes, the client had given written consent to the project.
1.4.	Were the roles and responsibilities of the researcher and client organization members specified explicitly?	ETHICS was used to define the roles and responsibility.
1.5.	Were project objectives and evaluation measures specified explicitly?	The objectives and evaluation (gaining new customers) were specified explicitly.
1.6.	Were the data collection and analysis methods specified explicitly?	The data collection method such as participant observation and recording of interviews were specified explicitly.
2.	The Principle of the Cyclical Process Model	
2.1.	Did the project follow the cyclical process model or justify any deviation from it?	The project followed the cyclical process model but deviated from the unidirectional flow of the phases. The deviation was undertaken to solve the problems of the participants, which appeared during the intervention.
2.2.	Did the researcher conduct an independent diagnosis of the organizational situation?	Yes. ETHICS was used to carry out an independent diagnosis of the situation.
2.3.	Were the planned actions based explicitly on the results of the diagnosis?	Basic planning was based on the diagnosis. Incremental improvements were performed without detailed diagnosis.
2.4.	Were the planned actions implemented and evaluated?	Planned actions were implemented. Incremental improvements were performed with detailed planning.
2.5.	Did the researcher reflect on the outcomes of the intervention?	Evaluation was done with the participants. The participants gave inputs in to the various reasons for failure. Since they were closer to the customer than the researcher was they were able to collect feedback from the customers.
2.6.	Was this reflection followed by an explicit decision on whether or not to proceed through an additional process cycle?	Failure of the first cycle led the researcher to undertake further phases of action research to make the project successful.
2.7.	Were both the exit of the researcher and the conclusion of the project due to either the project objectives being met or some other clearly articulated justification?	The researcher exited after the project was successful.
3.	The Principle of Theory	
3.1.	Were the project activities guided by a theory or set of theories?	An iterative theoretical foundation is present (2.5 p.143)
3.2.	Was the domain of investigation, and the specific problem setting, relevant and significant to the interests of the	Social media is being used by businesses over the last few years and has generated considerable amount of interest in the business and academic

	researcher's community of peers as well as the client?	community. Microbusinesses are particularly interested since they can bypass large and expensive media to reach their customers.
3.3.	Was a theoretically based model used to derive the causes of the observed problem?	The adoption process was guided by multiple theoretical models.
3.4.	Did the planned intervention follow from this theoretically based model?	Cycle one was based on the multiple theoretical model. Further interventions led to mutations of the theory leading to theoretical development.
3.5.	Was the guiding theory, or any other theory, used to evaluate the outcomes of the intervention?	Theories were used to reflect outcomes.
4.	The principle of change through action	
4.1.	Were both the researcher and client motivated to improve the situation?	The participants were ever motivated since they had the idea of gaining new customers at no additional cost. The researcher was motivated due to theoretical gains
4.2.	Were the problem and its hypothesized cause(s) specified as a result of the diagnosis?	The researcher and the participants jointly investigated all basic problems.
4.3.	Were the planned actions designed to address the hypothesized cause(s)?	Cycle one was designed to address the hypothesized causes (A5.1 p.531). Subsequent main causes such as failure to build likes on the page are hypothesized as problem of the interface. The researcher along with the participant planned to resolve this problem by sending emails to the customers to create awareness of the page. (A5.4 p. 536).
4.4.	Did the client approve the planned actions before they were implemented?	All actions were undertaken by the participant in guidance from the researcher.
4.5.	Was the organization situation assessed comprehensively both before and after the intervention?	The existing marketing system (see ETHICS) of the participant was assessed and after intervention continuous assessment was carried out to see interaction on the page. The participant also informed the researcher about new customers from the page.
4.6.	Were the timing and nature of the actions taken clearly and completely documented?	Complete documentation of action taking is available with the researcher in recorded, transcribed, and codded format.
5.	The principle of learning through Reflection	
5.1.	Did the researcher provide progress reports to the client and organizational members?	The researcher maintained face-to-face contact with the participant on weekly basis during the tenure of the project.
5.2.	Did both the researcher and the client reflect upon the outcomes of the project	Reflection was undertaken during weekly hour-long meeting with the participant. The client and the researcher discussed the various interactions and the client response on the page. Data analysis and confirmation of specific points such as importance of personal characteristics was undertaken during these reflective meetings.
5.3.	Were the research activities and outcomes reported clearly and completely?	Two scholarly papers were published based on the theoretical development in the form of social media adoption model.
5.4.	Were the results considered in terms of implications for further action in this situation?	The theoretical and methodological development encouraged us to apply the learning on other microbusinesses to examine additional variable such as how does the nature of product impact the adoption process.

5.5.	Were the results considered in terms of implications for action to be taken in related research domains?	The research results could be transferred to adoption of other social applications such as social commerce, cloud computing and adoption of software as a service offering.
5.6.	Were the results considered in terms of implications for the research community (general knowledge, informing/re-informing theory)?	The implications are discussed in 6.5 p.477.
5.7.	Were the results considered in terms of the general applicability of canonical action research?	Overall Lewin action research method provided an appropriate method to undertake this research.

Chapter 4 Findings

The six steps of initiation, adoption, adaptation, use, acceptance and incorporation and the treatment process of unfreezing, change and freezing was found to meet the objective of determining a comprehensive technology implementation theory. It is used as a format to report the findings of this investigation. Structuring in this manner (consistent with the theoretical framework) helps to locate and jump to specific findings associated with the central and sub research questions (SRQ) as listed below:

Each research question is addressed through an independent third level heading, besides performance, which has been allocated a second level heading. Each third level heading has a summary of findings, and a complete summary of findings is provided in 4.5 page 392. For the purpose of brevity and clarity, tables (38) and figures (59) along with bulleted points are used to summarise the main points.

4.1 An Effective Adoption Process Comprised Three Interdependent Processes

The research found that the optimum adoption process was an interplay between three interdependent processes for successful adoption of social media in microbusiness. They are:

> ➢ Addressing stages of concerns of the participants,
> ➢ Administering quick start training and self-training and,
> ➢ Applying principles of adult and experiential learning

The next three subsections (4.1.1, 4.1.2 & 4.1.3) report the findings associated with the initiation, adoption and adaptation (unfreezing and change) process. In summary, they can be explained as follows:

> ➢ The participants had concerns in stages over the adoption of Facebook, which affected the level of use. A direct relation was found between the expression of concerns and the level of use for successful adoption of a Facebook page by the microbusinesses.
> ➢ Quick start training made a positive contribution towards the successful adoption of Facebook. Self-training proved to be highly effective for the successful participants.
> ➢ Experiential and adult learning principles positively assisted the adoption process.
> ➢ They are interrelated since concerns expressed by the participants provided the starting point for diagnosis of the problems and a prescription for action. Training and learning processes were used to address the problems, which helped the participants to move further in the adoption process and make effective use of Facebook.

4.1.1 Addressing stages of concerns of the participants provided a structured basis for assisting adoption process in the microbusinesses.

Addressing the stages of concerns experienced by the participants during the adoption process provided a structured basis for intervening in the microbusinesses. Limitations of the process management and precautionary adoption methods are established and subsequently the suitability of the concerns based adoption method is reported. Evidence of the effectiveness of the collaborative system is presented. Finally, it is reported that the conceptualised stages of concern and levels of use were effective and had the predictive

capability. The section is divided into eight subsections and details of each are explained below:

➢ Limitation of the process management and precautionary adoption process are reported in the first subsection (4.1.1.1). The importance of concerns based adoption process is highlighted to present some of its most useful features in the second subsection (4.1.1.2).

➢ Collaboration of the participants with the researcher and its impact on adoption of Facebook is provided in the third section (4.1.1.3) before summarising the findings of the third section in the fourth subsection (4.1.1.4)

➢ The next three subsections (4.1.1.5, 4.1.1.6 & 4.1.1.7) on a granular scale report the findings associated with conceptualised stages of concerns and levels of use as described in Table 2.8 on page 37 and Table 2.9 on page 38. Finally, in the eighth subsection (4.1.1.8) a summary of the entire findings of this section (4.1.1) is reiterated.

The structuring of the section is consistent with the order of conceptualisation made in the literature review (Table 2.63 on page 144).

4.1.1.1 Process management and precautionary adoption methods lacked processes for assisting interventions.

The process management and precautionary adoption methods were evaluated for their capability in assisting interventions in microbusinesses. The evaluation is based on the time spent by the researcher and the participants in each phase/stage of the methods during the adoption of the Facebook page. It was found that both these methods lacked the necessary processes for providing assistance during the intervention in microbusinesses.

4.1.1.1.1 Act/Operate phase had greater significance than plan and measure phases in the process management method.

The act/operate phase of the process management method was used significantly more (almost 80% of the time) (Table 4.1) than the plan and measure phases. Successful participants were those who gained new customers and failed participant were those who abandoned using Facebook. Participants were considered highly successful who gained new customers and proactively continued using Facebook. Not so successful participants were the ones who may have gained new customers and made infrequent use of Facebook.

Table 4.1 Comparative chart of the time devoted between the phases of the process management method

Participants	Time devoted for each phase of the process management method (Minutes)		
	Plan	Act/Operate	Measure
Successful			
Food	60	950	30
Computer	30	1420	30
Cake	45	520	30
Homeopath	30	780	30
Not so successful/Failed			
Beauty	30	630	30
Travel	60	590	30
Others1*	30	60	10
Others2*	30	0	0

Note: Figures are approximate and rounded. The values indicated for Others1 & Others2 are for individual participants. Others1 is the list of participants from whom time was devoted for act/operate/measure. Others2 comprises of time devoted for plan but not operate/measure.
* *Others1* comprise of Florist, Accountant, Restaurant, Graphic designer, Builder, Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1. *Others2* comprise of Motor garage, Party hire, Dance trainer, Yoga, Naturopath2, Nanny, Gynaecologist, Hypnotherapist 2, Chiropractor 3, Homeopath 2, Dentist 1, 2, & 3.

The whole emphasis was on the act/operate phase rather than the other two phases as depicted in Figure 4.1.
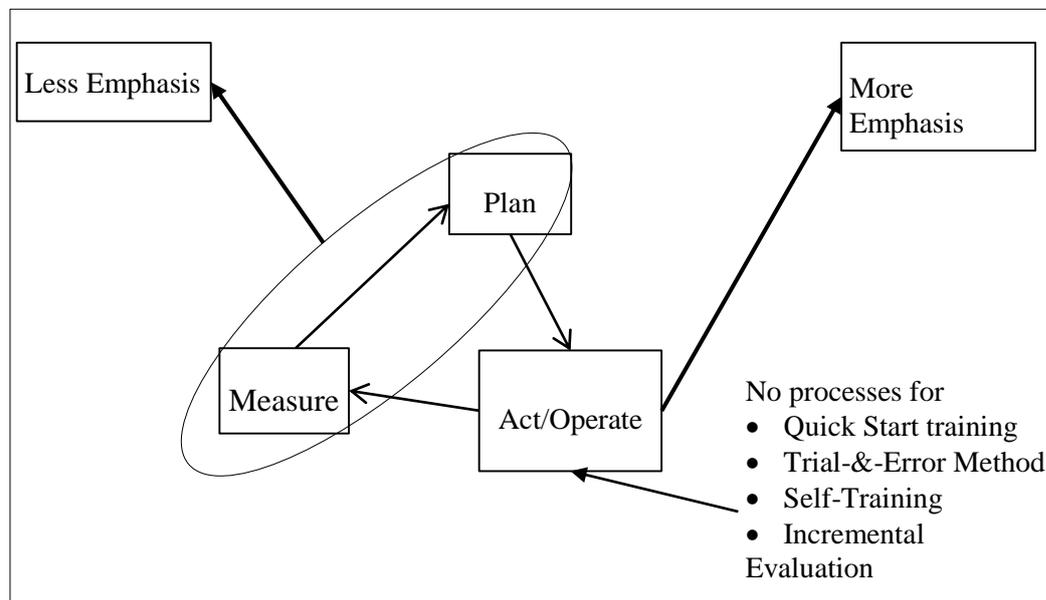
Figure 4.1 The greater significance of the Act/Operate phase in the process management method

Within the act/operate phase, incremental evaluation and implementation of short-term solutions were conducted to execute the trial-and-error method and self-training. Contrary to the expectation of the researcher, the participants showed little interest in extensive and frequent planning. They were equally least interested in systematically measuring the benefits arising from the use of the Facebook page. Less planning and measuring may be due to no monetary investment in using the Facebook page. Another reason for less emphasis on planning and measuring could be the lackadaisical attitude of the microbusiness owners towards the Facebook page. The researcher could not obtain a categorical confirmation from the participants about the reasons behind less planning and measuring, but statements such as "we thought we will give it a try" or "my son told me about it" helped the participant to form this belief.

However, the less reliance on planning and measuring posed a serious problem for the researcher since he was left with little processes to assist the intervention for successful implementation of the Facebook page. Moreover, conducting incremental evaluation and assisting in the trial-and-error method and self-training could not be performed without a systematic implementation process. The researcher found that in the microbusiness environment the process management method was limited in assisting the adoption process environment.

4.1.1.1.2 The precautionary adoption process found useful for initial adoption.

The precautionary adoption process could explain the initial adoption decision but did not provide processes for invigorating and maintaining usage. The decision to use or not to use the Facebook page was well differentiated among the successful and failed (Others 2) participants as shown in Table 4.2. However, the processes, which determined the failed participants and differentiated them from the successful participants, cannot be gleaned from Table 4.2.

Table 4.2 The stages of the precautionary adoption for the successful and failed participants

Participants	Stages of the precautionary adoption method			
	Stage 3	Stage 5	Stage 6	Stage 7
Successful				
Food	Yes	Yes	Yes	Yes
Computer	Yes	Yes	Yes	Yes
Cake	Yes	Yes	Yes	Yes
Homeopath	Yes	Yes	Yes	Yes
Failed				
Beauty	Yes	Yes	Yes	Yes
Travel	Yes	Yes	Yes	No
Others1*	Yes	Yes	Yes	No
Others2*	Yes		Moved to Stage 4 decided not to use	

Note: Yes indicates that the participant underwent the stage and No points out that the participant did not pass through that stage

* *Others1* comprise of Florist, Accountant, Restaurant, Graphic designer, Builder, Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1. *Others2* comprise of Motor garage, Party hire, Dance trainer, Yoga, Naturopath2, Nanny, Gynaecologist, Hypnotherapist 2, Chiropractor 3, Homeopath 2, Dentist 1, 2, & 3.

The precautionary adoption method is explained in Figure 4.2.
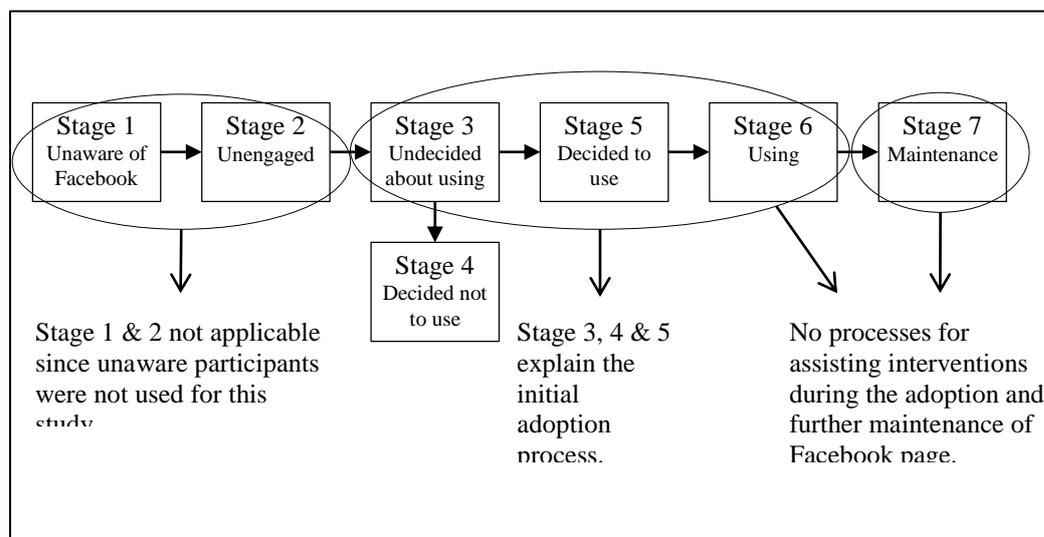
Figure 4.2 The limitations of the precautionary adoption process in assisting and maintaining usage

The only difference that could be gathered from Stage 7 of the precautionary adoption method shows that the failed participants did not undertake the maintenance stage. As shown in Figure 4.2 (next page) the precautionary adoption method did not have any processes to assist interventions during the adoption and maintaining usage of the Facebook page. Particularly during the implementation process, it was found that the movement from Stage 5 to Stage 6 and Stage 6 to Stage 7 involved significant processes, such as training to use, resolving concerns of the users and trial-and-error method with continual incremental evaluation along with assistance for self-training. The precaution adoption process method does not provide any procedures to incorporate these processes.

4.1.1.1.3 Summary of findings of the evaluation of the process management and precautionary adoption methods.

Participants relied less on plan and measure constructs of the process management method which provided serious limitations in assisting the intervention process. Similarly, the precautionary adoption method assisted in explaining the initial adoption process but lacked processes for assisting and invigorating the use of the Facebook page.

4.1.1.2 Probing, analysing and resolving concerns from the concerns based adoption model were rated as the most useful process for effective intervention.

The concerns based adoption model was found highly successful for implementing Facebook in microbusinesses. The participants rated probing, analysing and resolving concerns as the most useful processes over the other processes, such as quick start training and self-training. The entire adoption process is shown in Figure 4.3. The diagram shows the three components of the adoption process:

➢ Participant
➢ Researcher and,
➢ Artificial temporary collaborative space between them.
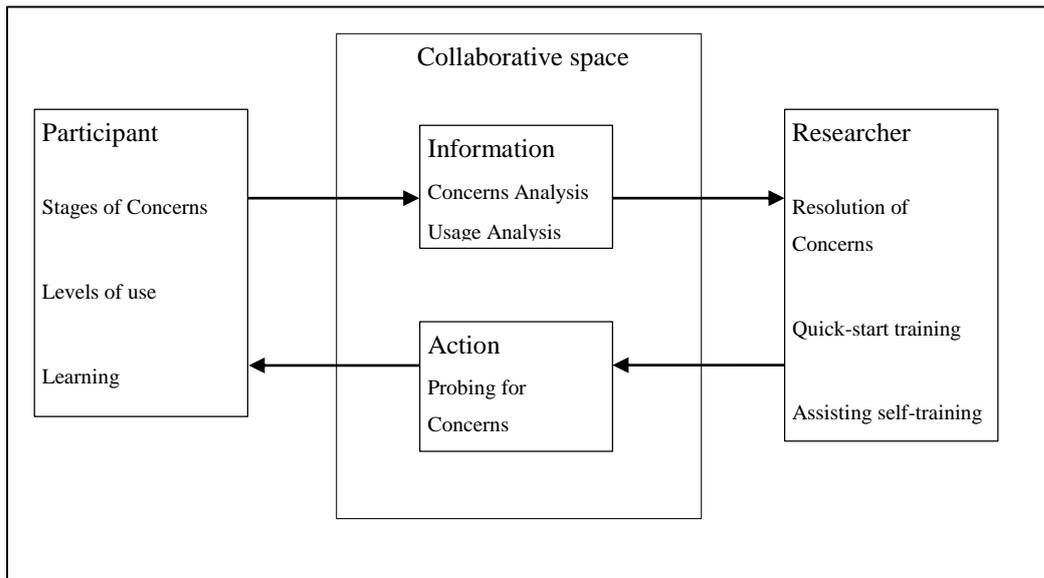
Figure 4.3 The adoption process used during the intervention in the microbusinesses

The participant and the researcher transact by exchanging information and taking action. The researcher and the participant analyse the concerns, and the researcher provides resolution of the concerns through training and assistance in self-training. Participants experience concerns in stages as they navigate to higher levels of usage.
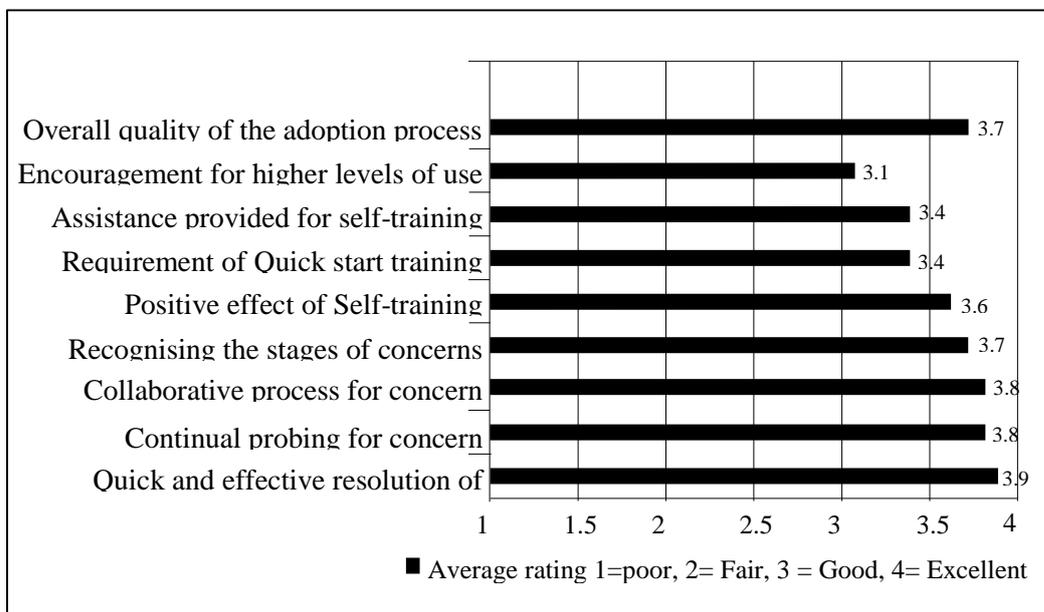
Figure 4.4 Importance of the individual sub-processes of the adoption process

Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

The successful participants rated each process undertaken during the adoption process as shown in Figure 4.4 (earlier page). Overall, the successful participants found the quality of the adoption process almost excellent. Individually they rated the quick and effective resolution of their concerns as the most significant responsible process for successful adoption.

The related processes of continually probing for concerns and the collaborative process followed by the researcher for analysing the concerns were equally highly rated by the participants. The recognition that participants will undergo concerns in stages at the various levels of use was rated highly. The participants found that quick start training and self-training had a positive effect on the adoption process. They also rated quite highly (greater than good) the assistance provided during the self-training process. Finally, the encouragement made by the researcher for higher level of use was found good but not as good as the other processes of the adoption method. Overall, the processes in the concerns based adoption model were found useful for implementing Facebook in microbusinesses.

4.1.1.3 Greater collaboration between researcher and participant resulted in higher level of use.

Participants who were successful had greater interaction with the researcher over the participants who were not so successful or abandoned use of Facebook. Figure 4.5 (next page) shows the frequency of interaction between the participants and the researcher. It was observed that participants (29%) who interacted with the researcher at least once a week were more successful. The researcher forged a collaborative system with the successful participants by analysing their needs, helping to address their concerns and analysing the level of use of Facebook. This sharing helped the researcher and the participants focus on the issues that were hindering the adoption process. Importantly, the participants in many cases could propose a solution to their problems during discussion, making the collaborative process extremely fruitful. The researcher's method of repeatedly probing for concerns from the permitting participants seemed to play the pivotal role in the success of those participants. Consultation and training was the second most important factor for the successful participants. All the failed participants (51%)

did not permit extensive collaboration and neither did they consult the researcher or participate in any of the training processes.

Note: 'Once a week' includes frequent interaction such as every day. Interaction includes all type of interaction e.g., face-to-face, email and over the Facebook page. Most interaction occurred on the Facebook page where the researcher posted as the business or a customer and the participant responded suitably.
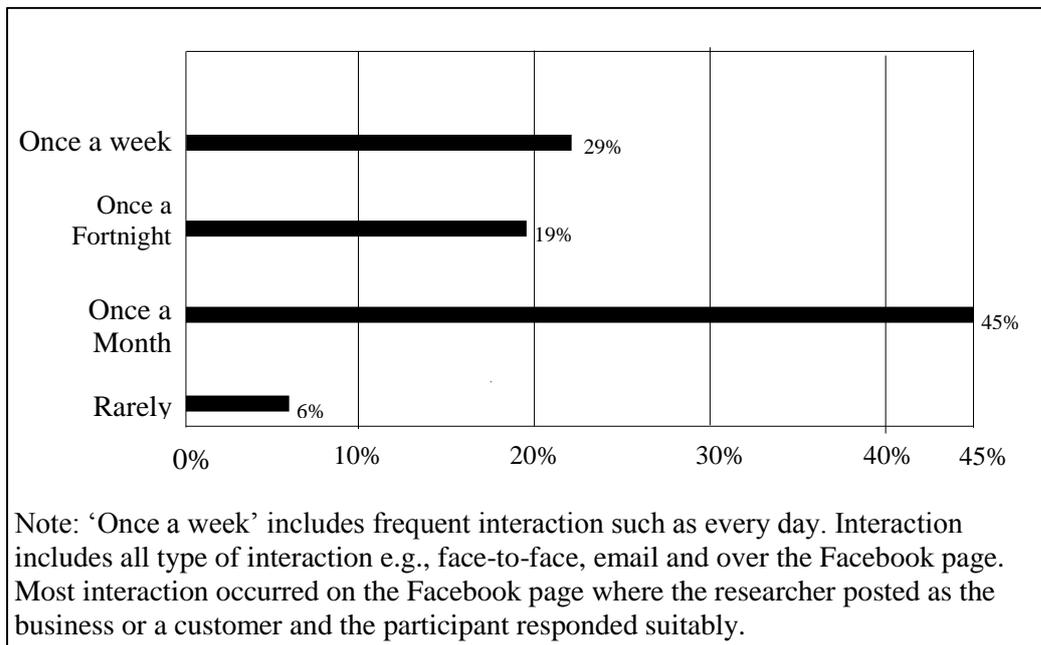
Figure 4.5 Frequency of participants' interaction with the researcher
Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

The collaborative process over time extended to the actual users of the Facebook page and the customers of the participants. Initially, the researcher and subsequently the participants found that the users of the page (customers) provided numerous hints and requirements by commenting, 'liking' and posting on the page. This collaborative system between the users of the page and the participants was the most successful method of maintaining usage of the page.

4.1.1.3.1 A fixed set of questions was found useful for initialising, maintaining and taking action during the collaboration process.

The researcher found a set of questions most effective for initiating the information exchange and action-taking during collaboration between the researcher and the participant as listed Table 4.3. The answers to these questions provided the researcher with the sense of issues the participants were facing with the adoption of Facebook. Most importantly, it helped to 'break the ice' and 'set the ball rolling' for otherwise a quite 'mundane task among many others' as opinionated by the participants.

Table 4.3 Information exchange process for initialising the collaborative system

Process	Information gathering process
Step 1	Analysis of the participants needs
	1. Why do you want to use Facebook?
	2. Why do you want to change your current marketing system?
	3. What benefits do you hope to achieve by implementing this Facebook page?
Step 2	Analysis of participants capabilities
	1. How is the present marketing carried out?
	2. Who is the specific person performing this role?
	3. What is your print and other media exposure?
	4. Do you use your social network for marketing?

The collaborative process is maintained by continually probing for concerns using a set of questions as listed in Table 4.4.

Table 4.4 Questions that proved useful to maintain the collaborative process

Process2	Probing for concerns (in some cases these maybe objectives)
Step 1	1. What do you want to achieve by using Facebook
	2. How can you use Facebook for the benefit of your customers?
	3. Do you expect to increase your goodwill by Facebook page?
	4. Do you have any target for number of likes?
Step 2	Roles and responsibilities
	1. What we can do for you? What you could do?
	2. What Facebook page can do for you?
	3. What is required to maintain Facebook business page?

The questions helped the researcher to understand the expectations of the participants and vice-versa it helped the participants to realise the potential of Facebook. The continual probing using the set of questions helped 'orient' the participants and push them for higher levels of use.

The collaborative action-taking process is sustained by feeding the participants information about the adoption process using a set of questions as listed in Table 4.5.

Table 4.5 Questions that assist the action taking during the collaborative process

Process3	Action taking process
Step 1	Understanding the task
	1. What are the requirements for Facebook page? (Infrastructure requirement)?
	2. What entails the setup process?
	3. How to make use of the training manual?
	4. How much time will be required for the process?
	5. What are the requirements of Quick start-training?
Step-2	Post implementation task
	1. What requires to be done on a regular basis? (list of task)
	2. How much time would be required?
	3. How can we self-train ourselves in to greater use?

The questions helped the participants to be aware of the adoption process. It explained to them the time requirements along with the overall training process. These questions acted as a set of frequently asked questions for the participants. The participants were asked to grade how much the questions were of use to them and responses are graphed in Figure 4.6
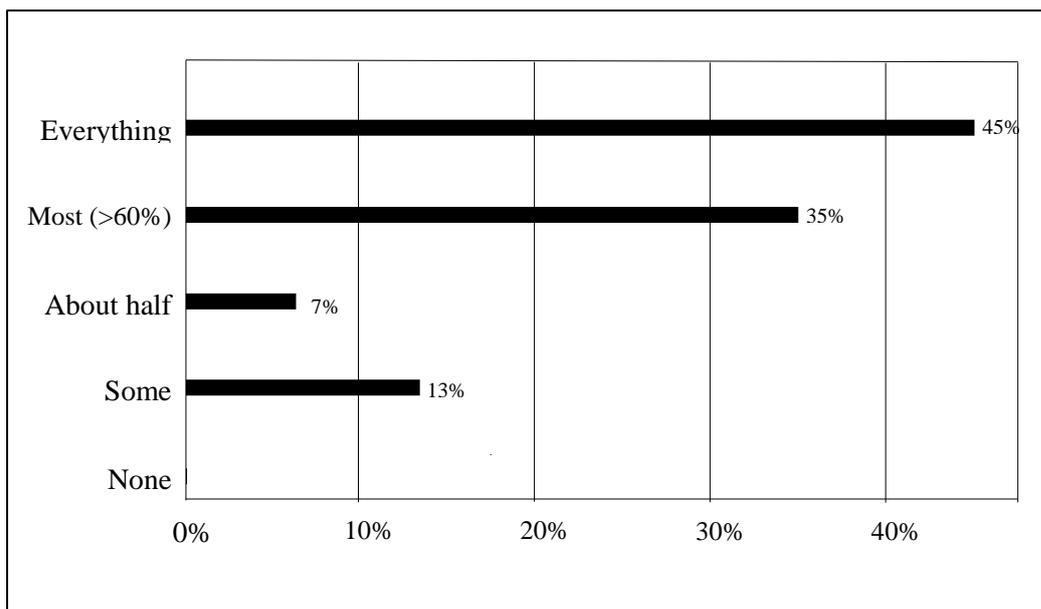
Figure 4.6 Participants perception of the usefulness of the questions for the collaborative process

Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

Almost 80% of the participants found most of the questions useful for assisting the collaborative process. Strikingly, all the participants found some utility of the questions. The other 20% found about 40% of the questions useful. Overall, the researcher's perception was that the information gathered for starting the

collaborative process should be analysed and interpreted giving the benefit of doubt to the participants. As time passed, concerns and capabilities, many of them unknown to the users at the start of the process, were discovered. The utility of Table 4.3 was limited to starting the collaborative process. For maintaining an effective collaboration, the questions set in Table 4.4 above were necessary to keep the continual feedback process active between the researcher and the participant.

4.1.1.3.2 Greater support from the researcher differentiated the successful and failed participants.

The intensive support from the researcher (Table 4.1 p.238) was one of the reasons for the success of the participants. The researcher provided the necessary support with the aim of successful adoption and subsequent use of the page. The researcher acted as a senior partner in the adoption process during the implementation stage of the Facebook page. Once the page was installed, the researcher found that he had limited skills to use the page. The posting requirement of each business was different and they (participants) had to develop content which was specific to their business. Through participant observation, the researcher attempted to learn the technique through imitation by doing on behalf of the participants. A template was prepared to assist the participants in updating the page on a regular basis. The focus was on providing training to the participants so that they could develop their own content.

However, due to limitation of time and resources, learning through imitation was not possible for most of the participants (Table 4.1). This could possibly be one of the reasons for the dismal performance of participants in the second cycle. Out of the 20 just one (5%) was successful in using the page in contrast to Cycle 1 where three out of fourteen participants (21%) adopted the page successfully.

4.1.1.4 Summary of findings associated with the concerns based adoption process used by the researcher.

The concerns based adoption process with its three components — the researcher, the participants and a created space of the collaboration between them — provided significant assistance to the researcher for intervening in the participant business. The set of questions (Table 4.3) provided assistance for screening participants and initiating the collaborative process. The participants who were successful had greater interaction with the researcher than the failed ones.

4.1.1.5 The greater the concerns expressed by the participant the higher the success.

The greater the concerns expressed by the participants the greater were their successes in Facebook. The participants experienced three different types of concerns (self, task and impact) as they progressed through the adoption process. The participants experienced higher impact concerns than self and task concerns, which provided differentiation between the successful and not so successful participants.

4.1.1.5.1 Successful participants had expressed legitimate concerns over other participants.

The legitimacy of the concerns expressed showed a significant relation with the success of the participants in the adoption process. Figure 4.7 shows the number of participants who expressed genuine concerns and others who partly veiled their concerns.
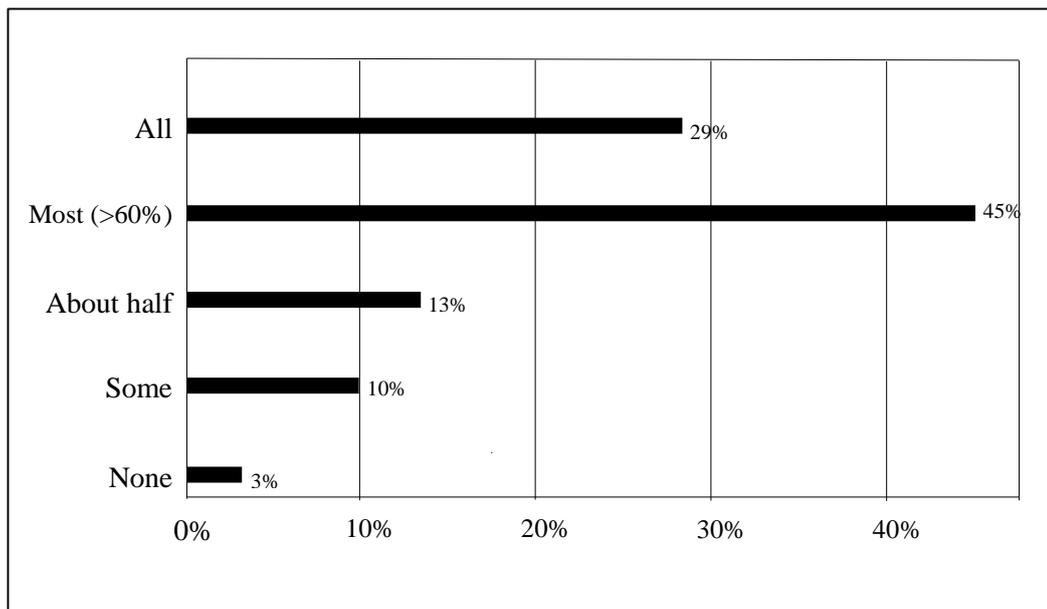
Figure 4.7 Legitimacy of concerns expressed by the participants

Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

Twenty-nine percent of the total participants who had expressed all their legitimate concerns were coincidentally the most successful during the adoption process. The other 45% who had expressed about 60% of their real concerns were partially successful or some less successful. The other 26% had abandoned use of the page after the initial adoption. All the participants were aware of Facebook and they expected to gain new customers by installing and expending resources on its maintenance. They allocated time for the researcher and were willing to experiment with various strategies the researcher proposed for creating activity on Facebook.

The researcher accepted the knowledge and interest of the participants at face value. He soon realised that the concerns expressed by the participants were not necessarily true and in certain cases were gullible. They were willing to try the Facebook page and promised action to the researcher but did not take any action. Most commonly "I did not get any time" was the standard excuse by some of the participants. Others agreed to do a certain action but worked out something completely different, making the researcher wonder about the authenticity of their interest. In short, words of the participants did not match their actions. As time passed, some of the users dropped using Facebook and others continued with a varying level of intensity.

4.1.1.5.2 Greater self-concerns signify higher success.

The participants who expressed greater self-concerns (informational and personal) were more successful in using the Facebook page than the failed participants.

4.1.1.5.2.1 Successful participants had greater informational concerns than failed participants.

The researcher discovered that the successful participants had a greater curiosity and needed to learn more about Facebook than the unsuccessful participants did. The failed participants expressed similar informational concerns about Facebook but the intensity was different as shown in Table 4.6.

Table 4.6 Similarities between successful and failed participants on their informational concerns

Participants	1. Awareness (Informational) Concerns		
	1.1	1.2	1.3
	No need expressed, passive, no further interest, no questions	Expresses a need to get a broad superficial overview of Facebook How will it affect my business?	Expresses the need to learn more specific information. How do I learn more detail?
Successful			
Food		✓	✓✓✓✓
Computer			✓✓✓✓
Cake		✓	✓✓✓✓
Homeopath		✓	✓✓✓✓
Failed			
Beauty		✓	✓✓✓
Travel			✓✓✓
Others1*		✓	✓✓
Others2*		✓✓	

Note: Higher number of tick marks (✓) indicates higher concerns and white spaces indicates no concerns
* *Others1* comprise of Florist, Accountant, Restaurant, Graphic designer, Builder, Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1. *Others2* comprise of Motor garage, Party hire, Dance trainer, Yoga, Naturopath2, Nanny, Gynaecologist, Hypnotherapist 2, Chiropractor 3, Homeopath 2, Dentist 1, 2, & 3.

Barring Computer and Travel, all other participants wanted to learn superficial and specific information about the Facebook page. Computer, whose parent business had already established a Facebook page, did not have such curiosity and Travel had an existing page, which was not being used at that time. The most common specific information requested by the participants was about how it could help them to get new customers. Between the successful participants, Food and Computer expressed the maximum informational concerns, as they seemed to be genuinely interested in using Facebook. They asked questions such as "What should I do if I have a bad customer complaining?" or "What would be the most effective way to get customers from overseas who are interested to gift their friends here in New Zealand?".

The failed participants were concerned about their capability to use the page. They hesitated to interact (freely) with the researcher. It seemed that their level of qualifications hindered the interaction process (at least during the first cycle). Some of them were least proficient in using computers and were hesitant to operate Facebook. Others were embarrassed about their incapability to find the image file of the logo of their business and even existing pictures of the shop-front. Several of them (even Food) indicated that they did not want to mix their personal life with their business and kept insisting on maintaining their privacy. It seemed that they did not want their friends and family to know about their business through Facebook. They repeatedly told the researcher that they wanted to use their private profile for their friends and family and did not want to bother them with their business updates.

4.1.1.5.2.2 Successful participants had greater personal concerns.

With regard to personal concerns, the successful participants displayed a similar attitude (as the informational concerns) of being progressive, receptive and eager to use Facebook (Table 4.7). The initial interaction between Food, Computer, Cake and Homeopath were extremely positive in comparison to the unsuccessful participants. The unsuccessful participants expressed fear, worry and doubts about their capability to use Facebook and overall had a negative attitude towards using technology for their business as shown in Table 4.7.

Table 4.7 Personal concerns were greater for successful participants

Participants	2. Exploration (Personal) Concerns		
	2.1.	2.2.	2.3.
	Expresses fear, worry, doubt about the future role he/she must play if Facebook is adopted. Worries relate to self, self.in structure and business gains.	Expresses ambivalence toward Facebook, his/her role in relation to it, and its effect on the business's social and professional structure.	Expresses questions of a constructive, problem-solving nature in relation to his/her role, place in the structure and personal and professional future.
Successful			
Food		✓	✓✓✓✓
Computer		✓	✓✓✓✓
Cake		✓	✓✓✓
Homeopath		✓	✓✓✓
Failed			
Beauty		✓✓✓	✓✓✓
Travel		✓✓	✓
Others1*	✓	✓✓	
Others2*	✓		

Note: Higher number of tick marks (✓) indicates higher concerns and white spaces indicates no concerns
* *Others1* comprise of Florist, Accountant, Restaurant, Graphic designer, Builder, Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1. *Others2* comprise of Motor garage, Party hire, Dance trainer, Yoga, Naturopath2, Nanny, Gynaecologist, Hypnotherapist 2, Chiropractor 3, Homeopath 2, Dentist 1, 2 & 3.

For instance, the Florist, Builder, Motor Garage, Midwife, Nanny, Massage Therapist and Hypnotherapist said they infrequently used the computer for business purposes and most of their work was done through the telephone. They kept insisting that it was much easier to use the telephone. However, this was not true for all the unsuccessful businesses such as Beauty and Travel who had a positive approach towards Facebook (or at least they portrayed it) during the initial interaction but subsequently their actions did not match their words.

Between the successful participants, Food and Computer had a higher degree of personal concerns. Computer wanted to get an upper hand over his parent company as they had a dedicated person operating the Facebook page. He wanted to prove that no special person is required to operate the page and the regular sales people would suffice. Similarly, Cake and Homeopath wondered whether a Facebook page could help them to display their professional capabilities with the bottom line being associated with gaining new customers.

4.1.1.5.3 Greater task concerns signify higher probability of success.

The task concerns were higher for successful participants than the unsuccessful ones. A majority of the task concern was centred on the level of confidence, discomfort and uncertainty about the use of Facebook as shown in Table 4.8.

Table 4.8 Task concerns centred on uncertainty and confidence

Participants	3. Early Trial(Management)		
	3.1	3.2	3.3
	Expresses lack of confidence in his/her ability to use Facebook. Expresses discomfort about his/her ability to handle the business aspects of Facebook	Expresses uncertainty about the use of Facebook and tends to interpret materials too literally; requires confirmation that his/her actions are proper	Expresses general confidence in using Facebook but probes details of scheduling, sequencing, etc., to make operational use of Facebook more efficient
Successful			
Food		✓	✓✓✓
Computer		✓	✓✓✓✓
Cake			✓✓✓✓
Homeopath		✓	
Failed			
Beauty	✓✓	✓	
Travel		✓✓	
Others1*	✓✓✓	✓✓✓	

Note: Higher number of tick marks (✓) indicates higher concerns and white spaces indicates no concerns
* *Others1* comprise of Florist, Accountant, Restaurant, Graphic designer, Builder, Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1.

The primary task concern expressed by the successful participants was about developing regular content to keep the page updated, which is associated with level of confidence and discomfort. They wanted to know "How many times should I update the page?", "When should I do it?" and "What should I update it with?" They expressed concern about keeping themselves updated through the frequently changing features and layout of Facebook, which is associated with uncertainty. In some cases such as Others 1 and Travel, the uncertainty was also, about whether it was suitable for their business and their customers.

A common problem for all the participants was that they found it difficult to devote time to use the page. They complained of time shortage to browse through the newsfeed for observing competitor and similar business activity. Cake on the other hand displayed unusual confidence in exhibiting her business in related social and public forums. Her major concern was time but she was extremely proactive in making operational use of Facebook, contrary to the expectations of the researcher. In fact, Cake found Facebook so useful that she established a new community page as a cake-decorating club where she offered training services for aspirants who were interested in learning cake decoration, and a forum for the like-minded cake decorators. Some expressed the problem of infrastructure since they did not have broadband internet connection in their shop, and for others in rural areas there was no broadband connection.

4.1.1.5.4 Impact concerns determine the intensity of success between successful participants.

The most successful participants, such as Computer, had significant consequence and collaboration concerns over other successful participants. The higher the impact concerns the greater was the success in use of the Facebook page, which is evident from the success of Computer, and in that sequence Cake, Food and Homeopath.

4.1.1.5.4.1 Gaining new customers was the main consequence concerns for the successful participants.

The four successful participants showed great concern for gaining new customers. Besides this common concern between the successful participants, the consequence concerns were differentiated as shown in the Table 4.9.

Table 4.9 Consequence concerns focused around gaining new customers

Participants	4 Limited Impact (Consequence) Concerns		
	4.1	4.2	4.3
	Expresses a need to insure that they are effectively reaching existing customers and in the process gaining new customers using Facebook; seeks confirmation that he/she is doing an effective job with Facebook.	Expresses desire to identify means by which the customers can gain more from Facebook each time it is used; seeks to become more effective by eliciting feedback from customers.	Expresses need for customers to be able to relate their experiences with the Facebook page; recognizes a personal need to become more knowledgeable about the total operation of Facebook.
Successful			
Food	✓✓✓✓	✓	
Computer	✓✓✓✓	✓✓✓	✓✓✓
Cake	✓✓✓✓		✓✓✓
Homeopath	✓✓✓✓		
Failed			
Beauty	✓✓		

Note: Higher number of tick marks (✓) indicates higher concerns and white spaces indicates no concerns

Computer showed greater concern in providing a gainful experience for their customers and wanted to learn more about the possibilities of a Facebook page. Similarly, Cake expressed the desire to implement an e-business solution so that customers could be directed from the Facebook page to the e-commerce website. However, the researcher felt that the participants showed limited concerns about how their customers could gain and how they could have a positive experience with the Facebook page. Initially, this was observed by the increase in number of 'likes' on the page. The quantitative figure increased at first through family and friends but later through actual customers. Regular feedback from customers in the form of 'likes' and comments on the post made by them provided the assurance that they were effectively reaching their customers.

Computer allowed the service department to post on the page and provided customers with the opportunity to post their problems and complaints directly onto Facebook. Computer was greatly concerned about negative publicity, but he wanted to provide customers with a public forum to discuss their problems. He was concerned that not all customers could be made happy and some of them might make negative remarks on the page. Others (Food and Beauty) were concerned about excessive publicity. They were holding themselves back since they felt they did not want to bother their customers with too much information on

a daily basis. Beauty had limited success, and hence was considered an unsuccessful participant showing reduced concern for gaining new customers. She was focussed on trying to sell her slack times, mostly the afternoons, to her existing customers. Homeopath on the other hand wanted more publicity since she was trying to establish herself in her professional capacity.

4.1.1.5.4.2 Greater collaborative concerns led to higher success.

Computer showed the highest degree of collaboration and learning from other businesses and was the most successful participant followed by Cake and Food. Homeopath, despite its size and business operations, showed great interest in collaborating with other businesses and could be considered equally successful in comparative terms. All four successful participants had a varying degree of concern about accruing the maximum benefit through collaboration by observing other businesses and involving their employees as shown in Table 4.10.

Table 4.10 Collaboration concerns different for each participants

	5.Maximum benefit (Collaboration) Concerns		
	5.1	5.2	5.3
Successful Participants	Expresses a desire to gain an understanding of what is going on with other businesses in order to integrate the customers experiences with Facebook; expresses desire to involve employees and others to further the goal of Facebook use	Expresses a desire to maximize the outcomes of the collective effort within the business with respect to the innovation; expresses a desire to share his/her experience with employees in order to increase the business's capacity to use Facebook.	Expresses a need to identify conditions that would tend to sustain the maximum level of output with respect to Facebook; expresses need to achieve full satisfaction for self and others.
Food	✓✓✓✓	✓✓✓	
Computer	✓✓✓✓	✓✓✓	✓
Cake	✓✓✓✓	✓✓	✓
Homeopath	✓✓✓✓	✓✓	

Note: Higher number of tick marks (✓) indicates higher concerns and white spaces indicates no concerns

Food showed little concern about observing other businesses (since they felt they knew better) but wanted to involve their employees. Computer was highly interested in observing other businesses and involved their employees. The owner shared the experience by organising short joint meetings among employees of the shop so that all of them (especially the sales and service) could post on Facebook.

Cake was proactive in observing and interacting with other businesses. According to her, in creative business it is necessary to observe what others are doing to keep updated and offer the latest to the customers. She had involved her employees in the use of Facebook for browsing cake designs rather than posting. Cake wanted to establish an integrated e-commerce website which could manage the complete operations of purchasing, inventory and offline and online sales. This, in her opinion, could provide customers with the option of buying directly from the website after interacting through Facebook and in turn provide the customer and the business with complete satisfaction. Homeopath had no employees but wanted to know about other businesses to provide an integrated Facebook experience for her customers.

4.1.1.5.5 Summary of findings associated with the stages of concerns.

Contrary to expectation, it was found that the participants who expressed higher concerns were more successful in adopting Facebook over other participants. It was found that the self and task concerns were similar for all the successful participants but the impact concerns determined the intensity of success even between successful participants.

4.1.1.6 Successful participants attained the integrated level of use.

The first three levels of use — orientation, initial training and mechanical level of use — were similar for all the participants due to assisted intervention. Almost all the participants progressed to the routine and refinement stage of use and the most successful participants attained the integrated level of use. None of the successful participants showed renewing level of use since they did not explore other social media tools such as Twitter and LinkedIn.

4.1.1.6.1 Difference between failed and successful participants at the orientation level of use.

The successful participants during the orientation level wanted more information about the Facebook page as shown in Table 4.11.

Table 4.11 The levels of Facebook use by successful and failed participants

Participants	Levels of Use					
	1	2	3	4.	5.	6.
	Orientation	Initial training	Mechanical	Routine & Refinement	Integrated	Renewing
Successful						
Food	✓✓✓✓	✓✓✓✓	✓✓✓✓	✓✓✓	✓✓✓	
Computer	✓✓✓✓	✓✓✓✓	✓✓✓✓	✓✓✓	✓✓✓✓	
Cake	✓✓✓✓	✓✓✓✓	✓✓✓✓	✓✓✓	✓✓✓	
Homeopath	✓✓✓✓	✓✓✓✓	✓✓✓✓	✓✓✓	✓✓✓✓	
Failed						
Beauty	✓✓✓	✓✓✓	✓✓✓	✓✓		
Travel	✓✓	✓✓	✓✓			
Others1*	✓✓	✓✓	✓✓			
Others2*	✓					

Note: Higher number of tick marks (✓) indicates higher level of use and white spaces indicate no use
* *Others1* comprise of Florist, Accountant, Restaurant, Graphic designer, Builder, Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1. *Others2* comprise of Motor garage, Party hire, Dance trainer, Yoga, Naturopath2, Nanny, Gynaecologist, Hypnotherapist 2, Chiropractor 3, Homeopath 2, Dentist 1, 2, & 3.

Participants were aware of Facebook and had established a personal profile which was used sparingly. The failed participants (Others 1 and Others 2) knew the existence of Facebook but did not have a personal profile. The group of participants (Others 2) decided to drop after orientation through a mutually agreeable decision that they might not be able to use the page or it might not be useful for their business. Beauty had a personal page but never used it. Her business partner, who was interested in using it, had created a group, which was abandoned after the partner's departure. Travel had created a page on the advice of business mentors which was seldom used.

4.1.1.6.2 The initial training and mechanical level of use was predictably similar for all participants.

The initial training level of use was predictable following the quick start training method with no significant differences between the participants. Some (Homeopath, Beauty, Midwife and Hypnotherapist) had general hiccups associated with computer literacy having no direct bearing on the Facebook page adoption process. The mechanical level of use was similar for all the participants as they undertook a pilot trial of the page. No significant problems were discovered from the technical functioning of the Facebook page but each participant faced common problems. The first problem was audience for the Facebook page and a related second problem was creating content for the Facebook page.

4.1.1.6.3 Fourteen percent of the participants could achieve the routine and refinement level of use.

Five participants (14%) out of the 34 could graduate to the routine and refinement level of use. It was found that these participants used the posting feature and photos communication with the customer. They did not use the Timeline for representation of the business history and made no use of the 'like' button, tagging, videos or events. From the Facebook platform, all five participants on their website used the 'like' button but they refrained from using the comments plugin, activity feed and single sign on registration. Food and Computer tried to use the single sign on registration but it created compatibility issues with their existing e-commerce portal. The participants understood the impact of Facebook products on their customers. For example, Food and Computer concentrated on deals (via posting) but Cake and Beauty used the photo feature to advertise their products and services. Homeopath used the posting feature to provide information about women's health to her customers. Each business could independently use the Facebook page by analysing the utility of Facebook products and its impact on customers.

4.1.1.6.4 All successful participants demonstrated an integrated level of use.

Finally, the four successful businesses demonstrated integrated use of the Facebook page by 'liking' other businesses to observe best Facebook practices. They undertook the self-training mode (Section 4.1.2.8) to create the maximum impact for their customers which in turn would cause the viral effect for reaching out to a wider audience and hopefully gain customers in that process. Cake and Homeopath showed a high propensity for keeping abreast with the current happenings associated with their nature of business. Food and Computer relied more on deals but also kept themselves aware of the current happenings in their respective industry. For example, Computer liked pages of hardware suppliers such as Intel and ASUS, and Food liked the pages of Cadbury and other chocolate makers. Beauty did not show such large propensity to keep her customers aware of the latest happenings and hence does not appear in this level of use. Overall, the four successful businesses showed a greater inclination towards an integrated level of use of the Facebook page.

4.1.1.6.5 Greater participants' knowledge did not match with their levels of use.

Greater knowledge of the participants about the various features and capabilities of Facebook did not match with their actions in using those features and subsequently their level of use. The extensity profile (Figure 4.8) helps to identify subtle differences between the users. For example, Cake and Homeopath had acquired the required knowledge from the researcher about advanced features of Facebook page but they did not use it since they felt it was not suitable for their business. Similar differences were observed with each participant during the mechanical level of use. The differences could be due to the heterogeneous nature of the participants. The difference were in contradiction to the fact that despite having knowledge, no corresponding action was taken and this could not be explained during the adoption process. The researcher attempts to explain this difference using existing theory later in the theory building process.
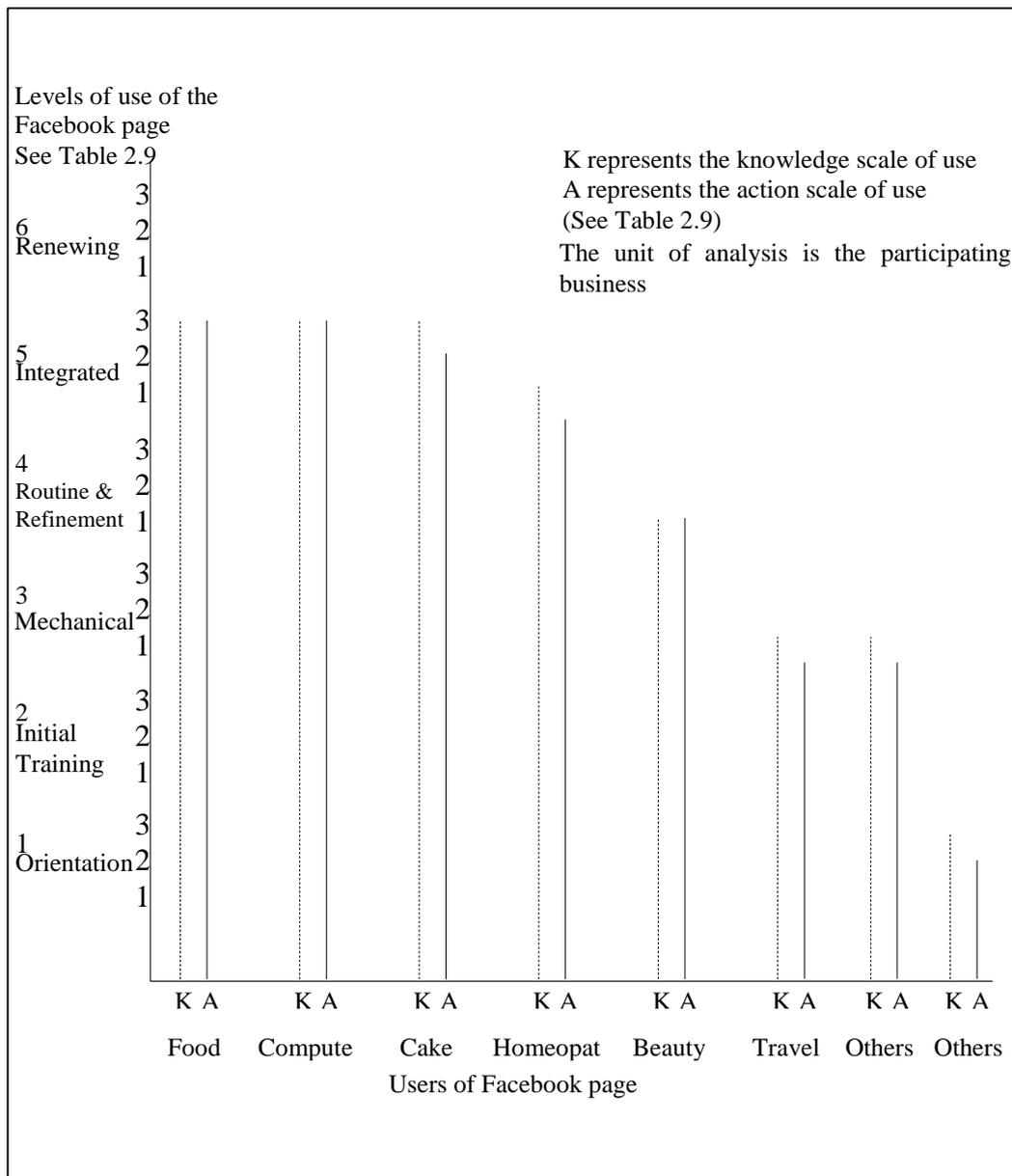
Figure 4.8 Observing subtle differences between users using the extensity profile

4.1.1.6.6 Summary of findings about the level of use.

Greater use at the orientation level where the participants were acquiring information about Facebook, its value orientation and its demands upon them, resulted in a greater possibility of success by these participants. There was no noticeable difference between the participants at the initial training and mechanical level of use as they tried to make pilot use of the Facebook page probably since the researcher heavily assisted this process.

Most prospective participants (76%) dropped use at the mechanical level of use as the researcher reduced the assistance to these participants. The successful participants attained the integrated level of use by actively combining their efforts in using the Facebook page in comparison to other businesses to achieve an impact on customers. Between the successful participants, there were similar levels of use from level one to five. None of the successful participants showed signs of the sixth level use. They displayed no propensity in trying alternative social media platforms and neither used new features of the Facebook page. However, more knowledge about the Facebook page did not necessarily translate in to actions to achieve higher level of use.

4.1.1.7 The stages of concerns were directly related to the levels of use.

The researcher expected to find that the lower the concerns expressed by the participants the greater the level of use would be. He expected to find that the participants would experience concerns in stages but at higher levels of use the concerns would be much less than the lower level of use. In short, the researcher was expecting an inverse relationship between the stages of concerns and the levels of use. The stages of concerns expressed during the adoption of the Facebook page was directly related to levels of use such that the greater the concerns the higher the level of use, indicating a direct positive relation between the two as shown in Table 4.12. This relationship is established by combining individual results (Table 4.6, Table 4.7, Table 4.8, Table 4.9, and Table 4.10) which show the positive relationship between concerns and successful use. The results are put together and interpolated with the levels of use (Table 4.11) to derive Table 4.12.

Table 4.12 The relationship between stages of concerns and level of use

Stages of Concerns undergone by participants	Levels of Use					
	1	2	3	4	5	6
	Orientation	Initial training	Mechanical	Routine & Refinement	Integrated	Renewing
Successful participants*						
Self	✓✓✓✓	✓✓✓✓	✓✓✓✓			
Task			✓✓✓✓			
Impact				✓✓✓✓	✓✓✓✓	
Unsuccessful participants*						
Self	✓✓✓					
Task		✓✓	✓✓			
Impact						
Abandoned participants*						
Self	✓					
Task						
Impact						

Note: Higher number of tick marks (✓) indicates greater concerns along with greater level of use. White spaces indicate no concerns and no corresponding level of use.
* *Successful participants* comprise of Food, Computer, Cake, Homeopath *Unsuccessful participants* comprise of Beauty, Travel, Florist, Accountant, Restaurant, Graphic designer, Builder, Chiropractor1&2, Business mentor 1&2, Financial consultant 1&2, Midwife, Naturopath1, Massage therapist and Hypnotherapist1. *Abandoned participants* comprise of Motor garage, Party hire, Dance trainer, Yoga, Naturopath2, Nanny, Gynaecologist, Hypnotherapist 2, Chiropractor 3, Homeopath 2, Dentist 1, 2, & 3.

From Table 4.12 it can be understood that the successful participants experienced self-concerns of information and personal concerns during the orientation and initial training level of use. In the mechanical level of use, task concerns were significant as the participants tried to master using the Facebook page. Impact concerns were most significant in integrated level of use as the participants actively combined their efforts in using the Facebook page in comparison to other businesses to achieve an impact on customers. Similarly, the unsuccessful participants showed lesser task concerns and accordingly restricted themselves at the mechanical level of use. Finally, the participants who abandoned the process after orientation showed significantly less self-concerns. This establishes that for higher levels of use of Facebook the participants needed to express significant levels of self, task and impact concerns.

4.1.1.8 Summary of findings related to the processes of Facebook adoption by microbusinesses focused on the stages of concerns and level of use.

The findings associated with how (the process) Facebook is implemented are as follows:

- ➢ The concerns based adoption process, which comprised of a collaborative process between the researcher and participant by probing, analysing and resolving concerns was found superior, in comparison to the process management method and the precautionary adoption method for assisting the interventions in the microbusinesses. The process supported the inclusion of quick-start training and self-training along with learning processes to assist adoption.
- ➢ Greater collaboration between researcher and participant resulted in a higher level of use. The researcher found that a formal set of questions was useful for initialising, maintaining and action taking during the collaborative process.
- ➢ Participants who had greater concerns were more successful. Higher impact concerns differentiated the more and less successful participants.
- ➢ The successful adopters aimed at an integrated level of use by comparing with other businesses. A direct relation between the stages of concern and levels of use established that the higher the concerns the greater the level of use.

The finding helps in answering the first part of the central research question: How is social media adopted by microbusinesses.

4.1.2 Quick start and self-training made a positive contribution towards the successful adoption of Facebook.

The evaluation shows that quick start and self-training contributed to the successful adoption by meeting the expected gains of the participants. However, this was controlled by the level of corroboration extended by the microbusiness towards the training process. Quick start training was found to be successful in enabling the microbusiness owners to learn the techniques of Facebook. Self-training proved to be highly effective for the successful participants by helping them understand their capabilities and motivating them to a higher use of Facebook.

This section examines the evaluation process in the following four steps which are reported in ten sub-sections:

➢ Reactions of the participants are examined first in two sub-sections (4.1.2.1& 4.1.2.2) towards the quick start and self-training procedure.

➢ Learning achieved from training is examined in the third subsection (4.1.2.3).

➢ Behavioural changes in terms of use of new skills and control are reported in the fourth sub-section (4.1.2.4) and a fifth sub-section (4.1.2.5) reports about behavioural changes exclusively for the successful participants who underwent self-training.

➢ Results of training are examined in terms of impact on productivity and work environment in the sixth and seventh sub-sections (4.1.2.6 & 4.1.2.7). An additional sub-section (4.1.2.8) reports about the focused impact of self-training for the successful participants.

➢ Training impact model effectiveness is tested for select participants in the ninth sub-section (4.1.2.9) before a complete summary of the findings are made in tenth sub-section.

4.1.2.1 Customisation and on-site training were the most favoured aspects of quick start training.

The highest-rated aspects were the degree in which training was customised and delivered on site along with quality of instructional materials and selecting the right level for each participant. Slightly lower rated aspects were quality of the instructor and his ability to hold the participants' interest along with establishing a clear objective and time spent on each topic of training. The participants were asked to rate the quality of the quick start training they received through an informal structured interview.

As shown in Figure 4.9, participants rated the overall quality of training as better than good, giving it a rating of 3.5 on a 4-point scale. The participants rated nine aspects of training.
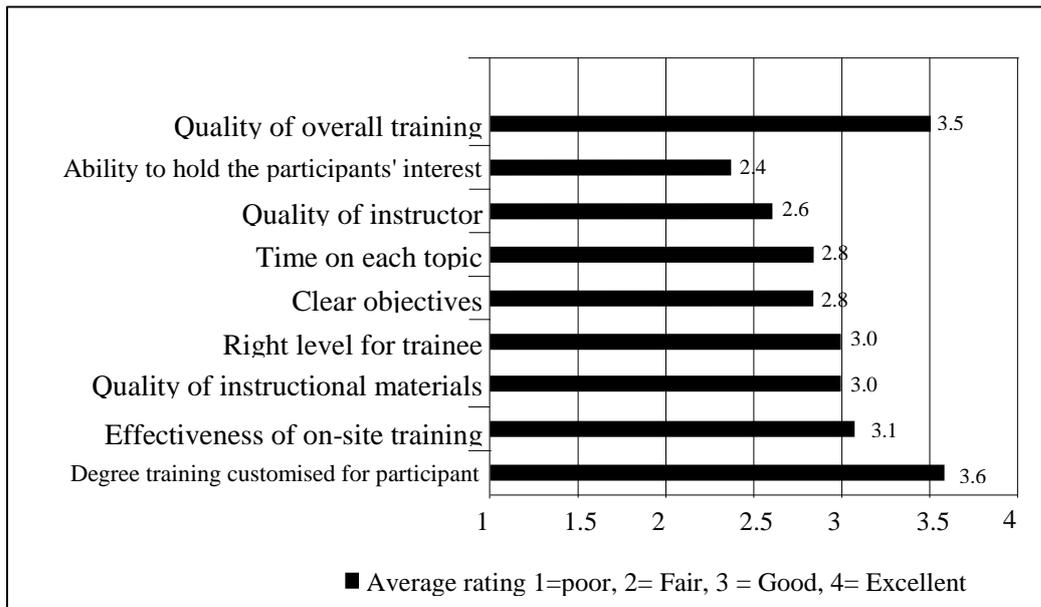
Figure 4.9 Participant rating of training quality

Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

4.1.2.2 Learning by doing and link with market were identified as the most significant feature of self-training.

The trainees who were successful in using Facebook reported that the two most useful features of self-training were learning by doing and link with the market (Figure 4.10 next page). Overall, they found that self-training was extremely useful for using Facebook. Self-training helped them to initiate development within. This was crucial for the participants since they felt this would help them in the long-run with all their marketing endeavours. The participants rated reversal of the conventional approach (discussed later in Section 4.1.2.5) as almost excellent. They found the option of learning by searching well but did not find learning on the job as useful. Both assistance for the broader process and learning by negotiating were almost as useful as the other features since they were in between fair and good.
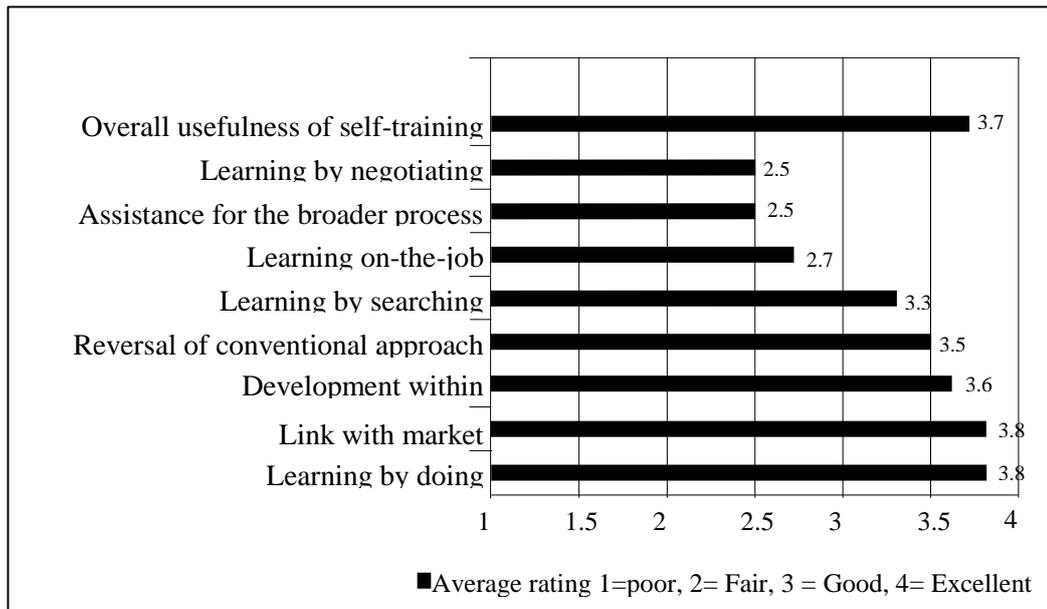
Figure 4.10 Useful features of the self-training process
Note: 6 Participants = Food1, Computer1, Cake, Beauty, Travel1 and Homeopath

4.1.2.3 Two-thirds of the participants reported learning everything during training.

Almost two-thirds of the participants reported that they had learnt *most* or *everything* that was taught to them during training. A key indicator of successful training was whether the participants learnt what was taught in training. The results show that overall all participants benefitted from the quick start training. Closer analysis of the data reveals that participants such as Computer, Graphic Designer and most of the qualified ones were quick to learn the technical details of Facebook use, but lacked in social communication skills.

Participants' responses are graphed in Figure 4.11 (next page).
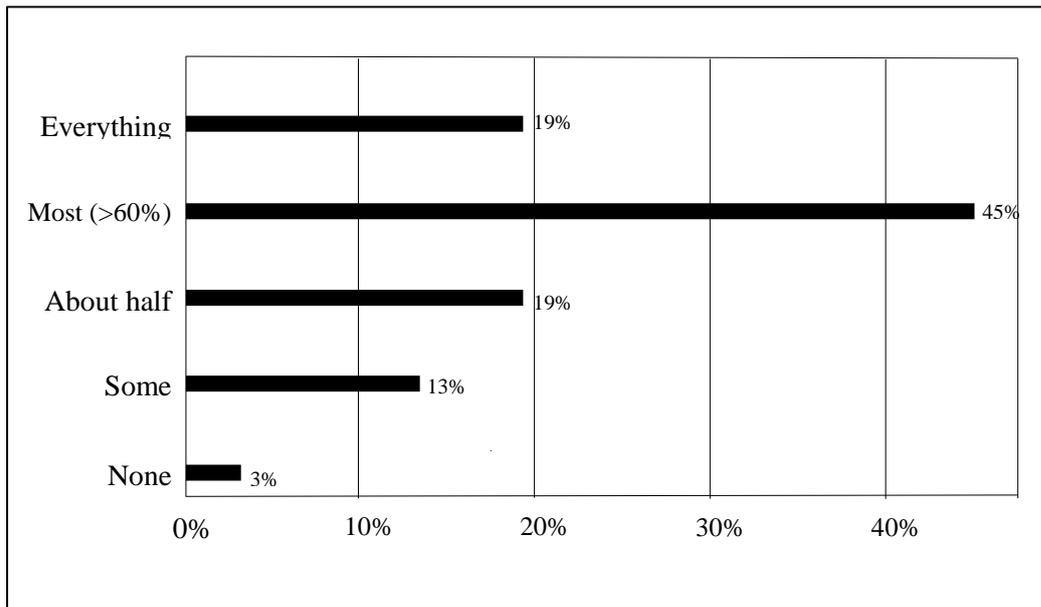
Figure 4.11 Amount participants reported learning

Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

4.1.2.4 All participants reported using the skills occasionally they learnt during training.

For training to be effective, participants must use the skills they learnt during training. Almost all participants (97%) reported using the skill they learnt in training at least occasionally. As shown in Figure 4.12 almost 60% of the participants reported that every day they used some of the skills, such as browsing Facebook or orienting towards online marketing. These participants made a point to log in to Facebook to check messages, browse pages they had 'liked' through the newsfeed and reply to posts made by customers. All the successful participants (Food, Computer, Cake, and Homeopath) reported that they even used the skills learnt during training more than once in a day. They said that browsing Facebook and promptly responding to customers' comments and 'likes' were the most used skills learnt from training.(Figure 4.12 on next page).
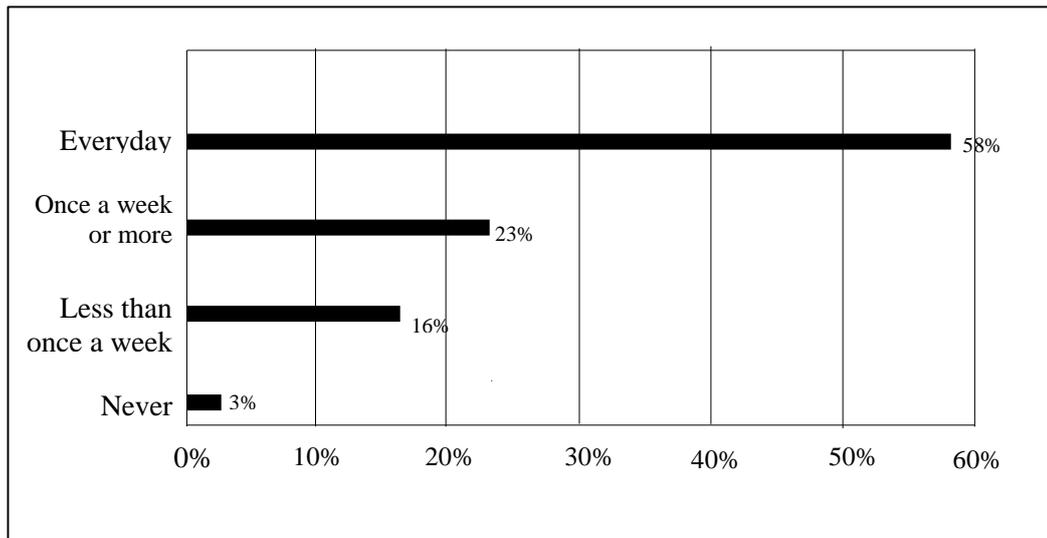
Figure 4.12 Frequency of participants reported using the skills learnt during training

Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

4.1.2.5 Trainees found it beneficial to exercise greater control over the self-training process.

The successful participants who underwent self-training reported that the most useful feature was that they could set their own priorities and make decisions about the use of Facebook rather than the researcher prompting them about a specific direction of use. The self-training mode of interaction provided significant flexibility, allowing the participant necessary space for providing feedback and voicing their concerns. Overall, the self-training was especially appreciated because it allowed them greater control over the learning process, pacing their own training and asking questions most relevant to their purpose. This brought about a behavioural change in them by making them more confident about Facebook use and independent communication (without the help of moderator as in the case of advertising) with the customers.

The various concepts and responses of the participants are graphed in Figure 4.13 (next page).
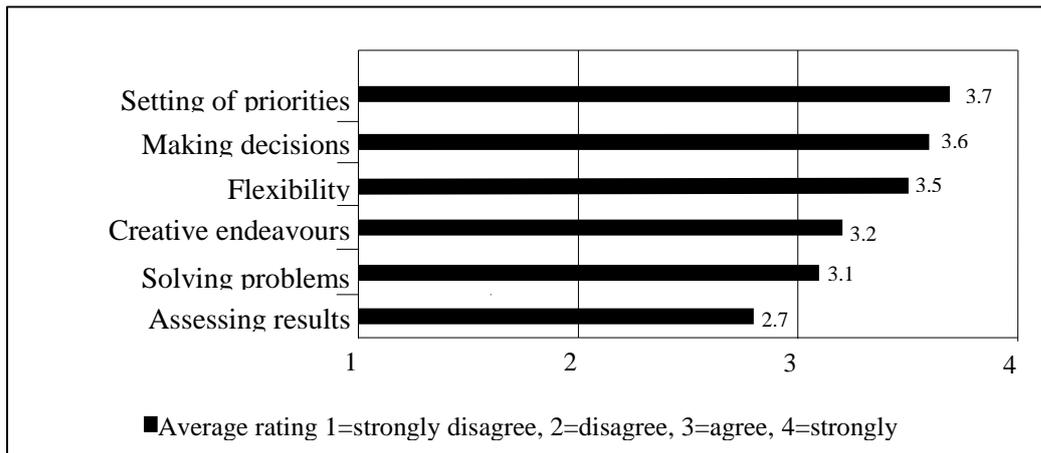
Figure 4.13 Controlling the self-training process
Note: 6 Participants = Food1, Computer1, Cake, Beauty, Travel1 and Homeopath

4.1.2.6 Two-thirds participants reported increase in productivity due to training.

Overall, the participants believe that their training has led to higher productivity. As Figure 4.14 indicates, two-thirds of participants reported that training led to either a *substantial increase* or a *major increase* in their productivity. Slightly more than a quarter of participants reported a *small increase*, and just one participant reported that training led to no increase in productivity. The participants were asked to rate their increase in productivity associated with Facebook use, but most deviated from this as they reported the utility of training for other aspects of the business (almost all had never received such focused training). They found the task duty statement (Table 2.17 on page 65) developed for Facebook training especially interesting and decided to do such unit analysis for other general job processes and link it back to the task duty statement. Some reported that the statement had helped in mapping their other job functions more effectively, allowing them to easily delegate the specific job to others. It helped them by freeing-up precious time, where they could put their efforts towards other functions, such as marketing (especially online marketing). Some of them (Cake, Homeopath) have subsequently set up e-commerce websites to actively take advantage of an additional sales channel. (Figure 4.14 next page).
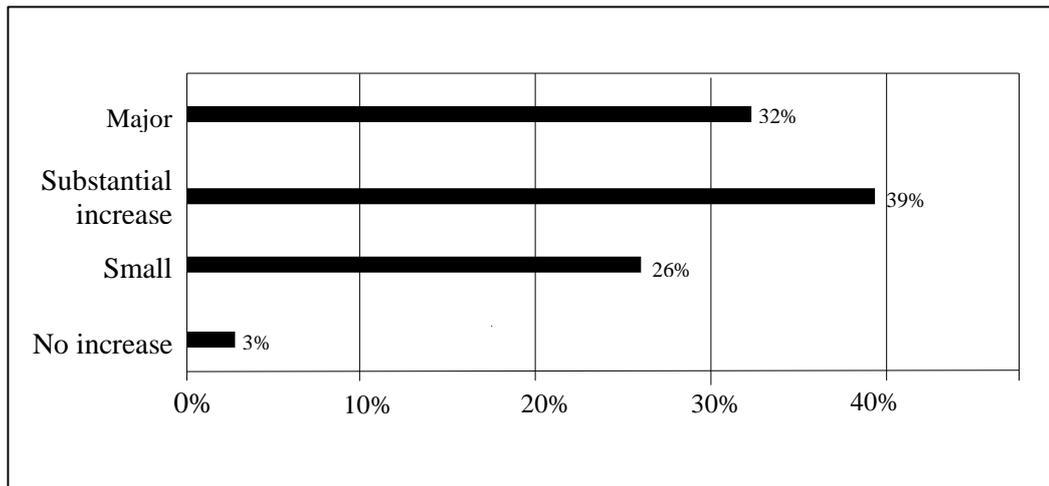
Figure 4.14 Impact on productivity reported by the participants
Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

4.1.2.7 Greater qualitative impact of training on work environment.

The researcher was surprised that the participants spoke about qualitative impact first rather than increase in sales or gaining new customers. Responses are graphed in Figure 4.15.
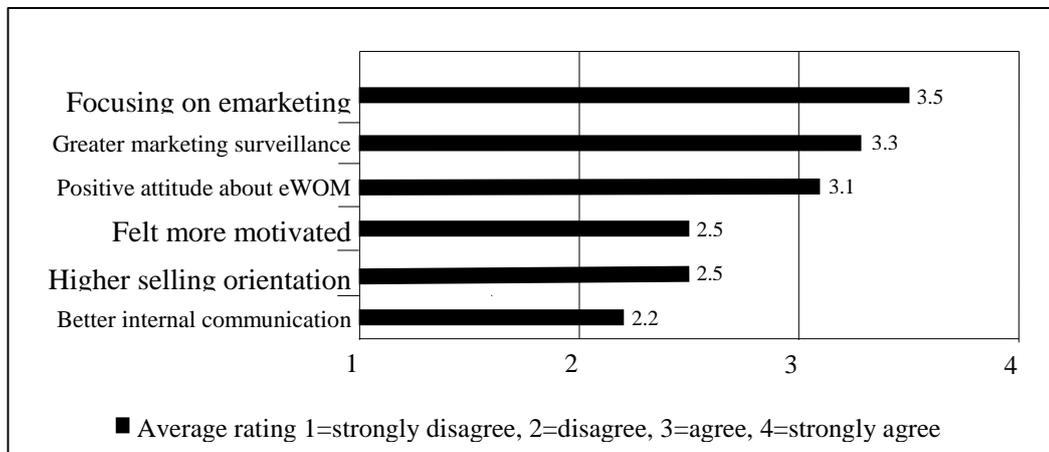
Figure 4.15 Work environment changes reported by participants
Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

Figure 4.15 illustrates that participants reported dramatic improvements in many aspects of their sales processes. This unexpected impact was in terms of a change in the thinking process.

The participants began to recognise the significance of orientation towards selling online and the training helped them to re-organise their work environment. More than half of the participants *strongly agreed* that they had greater focus on e-marketing, performed marketing surveillance online to get information about competition, and felt that they had a positive attitude about electronic word of mouth marketing since the training.

4.1.2.8 Identifying competence and recognising limitations of the trainees were the most useful roles performed by the assistor during the self-training process.

The participants found that the assistance provided by the researcher identifying their own competence and recognising their limitations were the most resourceful impacts on their productivity. The assistance provided as a part of the self-training process and the six most important constructs are shown in Figure 4.16.
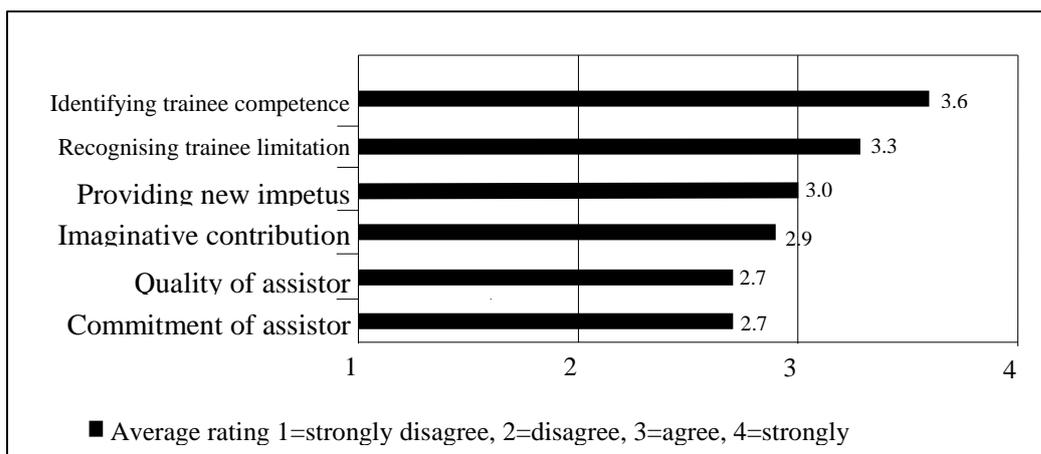
Figure 4.16 Role of the assistor in the self-training process
Note: 6 Participants = Food1, Computer1, Cake, Beauty, Travel1 and Homeopath

Overall, all six participants felt that the six constructs were equally important, but when asked to quantify, participants, such as Cake, Beauty and Homeopath, gave lower ranking to the imaginative contribution, along with quality and commitment of the researcher. This may be obvious since they operate in a specialised field and the researcher may have been more inclined towards Food and Computer as a course of natural interest. Notwithstanding this difference, the first three constructs had almost equal significance for the six participants.

4.1.2.9 The training impact model could accurately predict the value of expected gains.

The training impact model was found to be able to accurately predict the value of training as perceived by the participants. The working of the model is illustrated by applying it on three extreme participants (extreme means in terms of the success of their adoption of Facebook) as shown in Figure 4.17.

Participant = Computer

Expected gains	×	Quality of training	×	Microbusiness corroboration for training	=	Value of expected gains realised
10 customers		95%		95%		9 customers

Feedback

Participant = Builder

Expected gains	×	Quality of training	×	Microbusiness corroboration for training	=	Value of expected gains realised
2 customers		60%		90%		1 customer

Feedback

Participant = Chiropractor

Expected gains	×	Quality of training	×	Microbusiness corroboration for training	=	Value of expected gains realised
1 customer		90%		10%		0 customers

Feedback

Figure 4.17 Results of the training impact model applied on three participants

The examples include Computer (very successful project), Builder (partially successful project) and Chiropractor (unsuccessful project). The 'expected gains' is the actual figure expressed by the participant and the 'quality of training' is the actual rating made by the participant. The figure for 'microbusiness corroboration for training' is the perception of the researcher based on the level of interaction, participation and interest expressed by the participant through action during the adoption process. The resulting figure (of 'value of expected gains realised') is the calculated theoretical impact of training. This figure is used solely for illustrative purposes to better understand the impact of training. Overall, the training impact model could successfully predict the quality of training in terms of customer gain.

4.1.2.10 Summary of findings about quick start and self-training.

The effective training techniques that enabled microbusiness owners to adopt social media successfully can be summarised as follows:

- ➢ Quick start training and self-training methods both proved to be effective training techniques that enabled owners to adopt social media successfully.

- ➢ The quick start training features of customisation and on-site training were most favoured by microbusinesses. Most of the participants learnt and used the skills they gained during the quick-start training process.

- ➢ The self-training features of learning by doing and link with the market were identified as the most important technique by the microbusiness owners. Other features, such as control over the training process and the assistance provided in terms of understanding competence and recognising limitations, were found to be beneficial.

- ➢ The training techniques improved productivity and had a qualitative impact on the work environment.

- ➢ The training impact model could accurately predict the value of expected gains, in this case the gain in number of customers through Facebook.

In summary, the findings provide answers to the first sub research question: What are effective training techniques that enable microbusiness owners to successfully adopt and use social media? SRQ1: What are effective training techniques that enable microbusiness owners to successfully adopt and use social media? It also expands the understanding of the first part of the central research question: How is social media adopted by the microbusinesses?

4.1.3 Experiential and adult learning principles positively assisted the adoption process.

The adult learning principles of building on previous experience, solving real problems, learning simply what they need to know along with the informal incremental learning method positively assisted the Facebook adoption process. Reflection, requiring altering business processes, constituted double loop learning by successful participants. Successful participants mostly had a higher orientation of their learning abilities towards concrete experiences and had a higher tendency to use personal and social knowledge. The section is divided into seven sub-sections as follows:

- Learning principles that were most useful for the participants are presented in the first sub-section (4.1.3.1) along with grading.
- 'What was needed to be known' is investigated in the second sub-section (4.1.3.2).
- Incremental informal learning related findings are reported in the third sub-section (4.1.3.3).
- Double loop related findings are reported in the fourth sub-section (4.1.3.4).
- Learning abilities of successful participants are reported in fifth sub-section (4.1.3.5).
- Learning styles of successful participants are reported in sixth sub-section (4.1.3.6).
- Summary of the findings in comparison to the propositions are reported in seventh sub-section (4.1.3.7).

4.1.3.1 Solving real problems and constructing their own knowledge based on past experience were the most sought after feature of the learning process.

The participants reported that solving real problems (such as increasing 'likes' on the Facebook) by constructing their own knowledge with the help of their experience and past knowledge (such as building their email database or mail list database) was the most sought after feature of the learning process. The participants were asked to rate nine features of the learning process which frequently occurred during interaction with the researcher. Overall, they fully appreciated the learning process and none of the nine features were rated below good as shown in Figure 4.18.
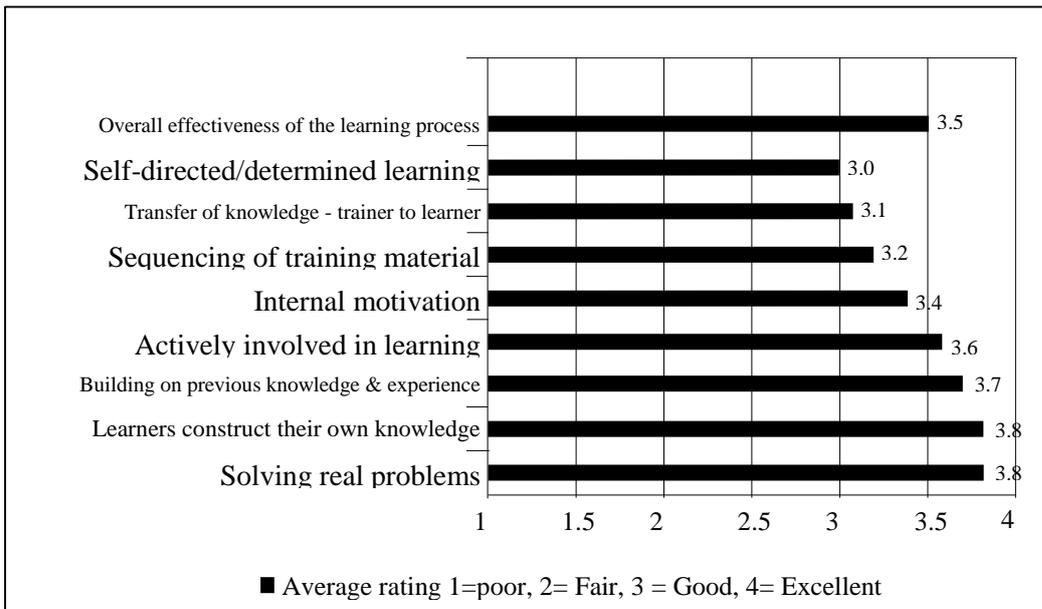
Figure 4.18 The effective features of the learning process
Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

4.1.3.2 Knowing just what they needed to know positively impacted the learning process.

As shown in Figure 4.19, almost all 31 participants suggested that what they needed to know had a significant impact on the learning process.
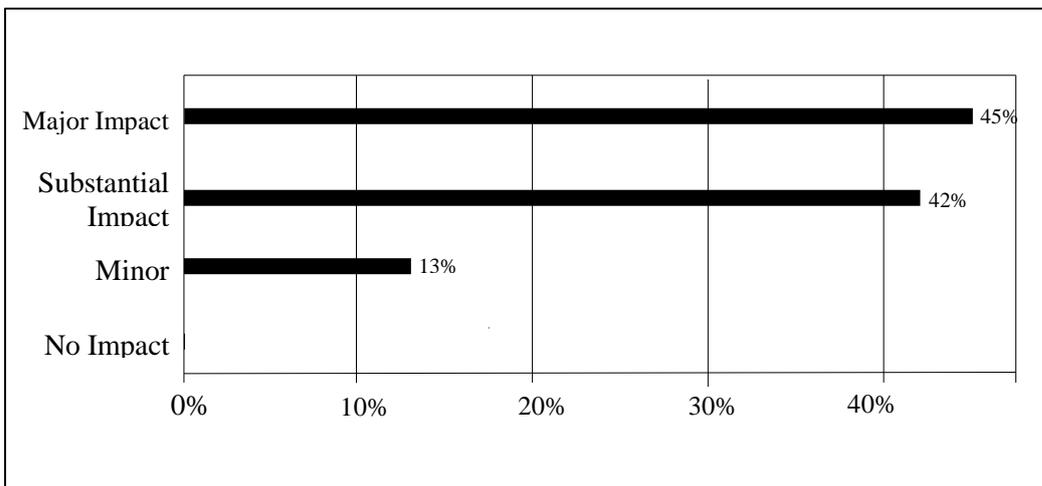
Figure 4.19 Impact of 'what they need to know' on the learning process
Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

Participants found that they did not waste much time and energy during the learning process since they quickly realised what they needed to know through the researcher. They appreciated the 'no-nonsense non fanciful' single page training material which helped them to get started quickly.

4.1.3.3 Most participants found incremental informal workplace learning superior over formal learning.

Almost all the participants reported that they found the direct approach at their workplace and self-paced learning process much beneficial as shown in Figure 4.20.
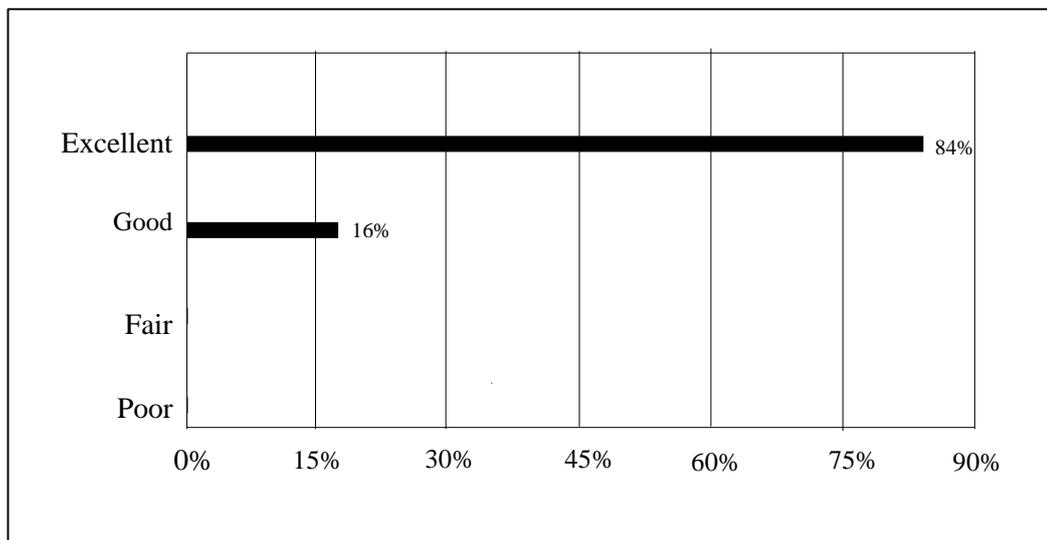
Figure 4.20 Perception of participants about incremental workplace learning
Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

4.1.3.4 Double loop learning helped participants to alter business processes, resulting in higher levels of adoption.

Double loop learning was estimated through changes in the business processes. This was simply observed for the successful participants. The finding is based on the perception of the researcher since the concept of double loop learning was found to be difficult for the participants to understand. The researcher found evidence of double loop learning in three instances:

> ➢ Computer altered their business process after reflecting on the initial advantage on Facebook. They first started publishing their weekly specials simultaneously in press and on Facebook. Subsequently they started publishing daily deals. Both required changes to their inventory database to reflect the effective discount on checkout.

> ➢ Food and Cake organised community events sensing the opportunity of creating social well-being through Facebook.

> ➢ Homeopath moved from pure homeopathy related posting to general woman health and well-being.

All three instances show that microbusiness owners reflected on the initial outcomes of using Facebook and decided to alter processes, showing evidence of double loop learning.

4.1.3.5 Participants who complimented their learning abilities of concrete experience with personal and social knowledge were more successful.

Successful participants displayed an inclination towards concrete experience in their learning abilities, which was complimented with their social and personal knowledge along with reflective observation and, to a certain extent, active experimentation. The learning abilities of the successful and unsuccessful participants were compared to find possible linkages between them (for explanation about each type see Table 2.26 on page 78). The results are contingent to various other factors and hence no sacrament advice is proposed to be dispensed. Rather the focus was on discovering and understanding what could possibly be the difference between each individual approach towards Facebook. Accordingly, the results of this comparison are displayed in Figure 4.21 (next page) in the form of eight charts. At the outset, it is again reiterated that the comparison is uneven (between 24 failed and seven successful individuals) and hence interpretation and a better-focused representation was necessary. For this purpose, a graphical representation has been made in Figure 4.22 page 280 of select participants to show conclusively the differences between successful and unsuccessful participants.

| Unsuccessful participants (percentage)	Successful participants (percentage)
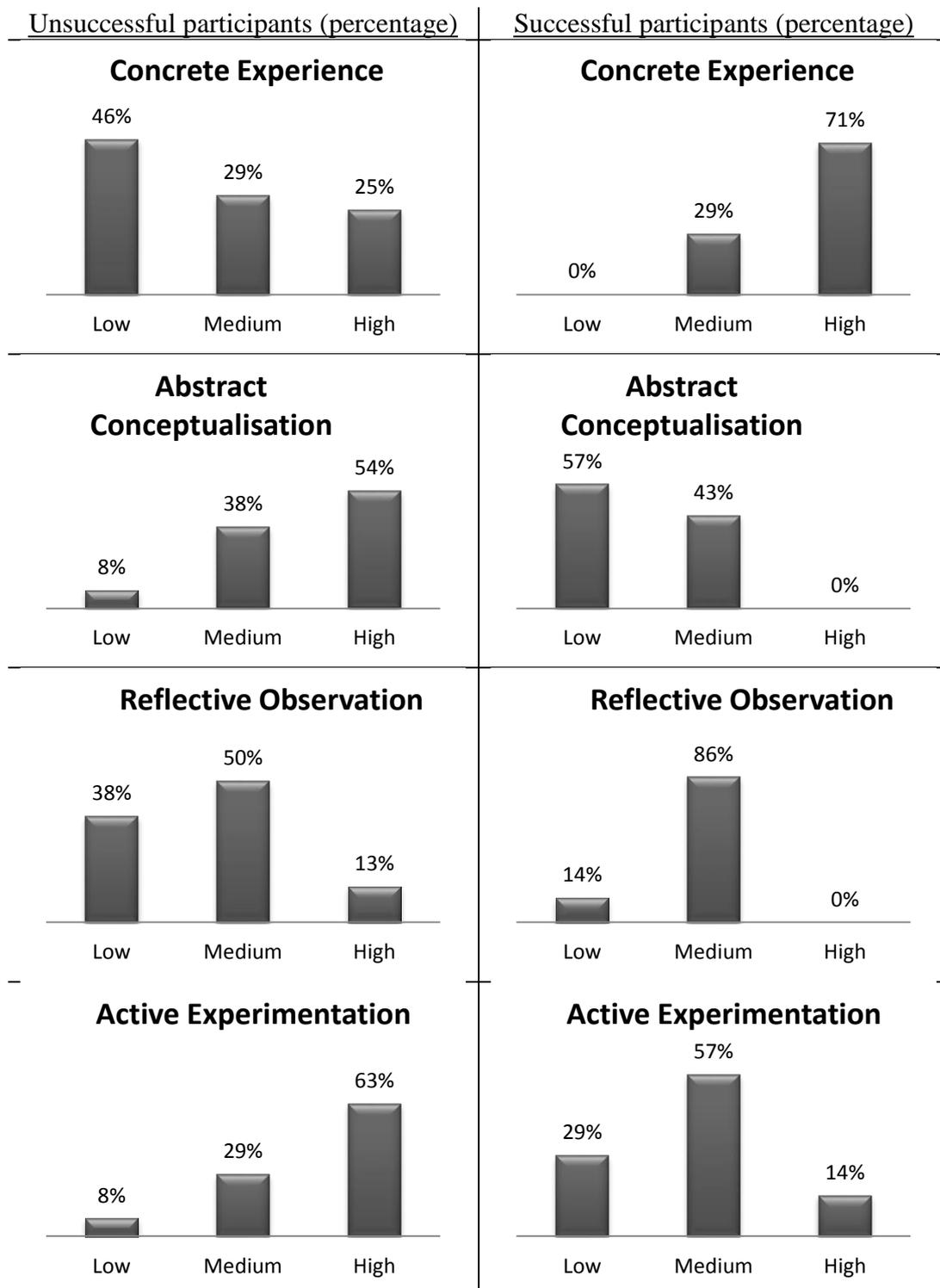
Figure 4.21 Comparison of the learning abilities of unsuccessful and successful participants

Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1.

Figure 4.21 can be interpreted as follows:

➢ Successful participants relied more on concrete experience than the others.
➢ Unsuccessful participants had a higher inclination towards abstract conceptualisation.
➢ Successful participants scored slightly better than unsuccessful ones in both reflective observation and active experimentation.

Overall, it can be said with some amount of certainty that participants who have a higher orientation towards concrete experience may have a greater possibility of Facebook success.

Figure 4.22 is an idealistic representation of the learning abilities of four successful and non-successful participants.
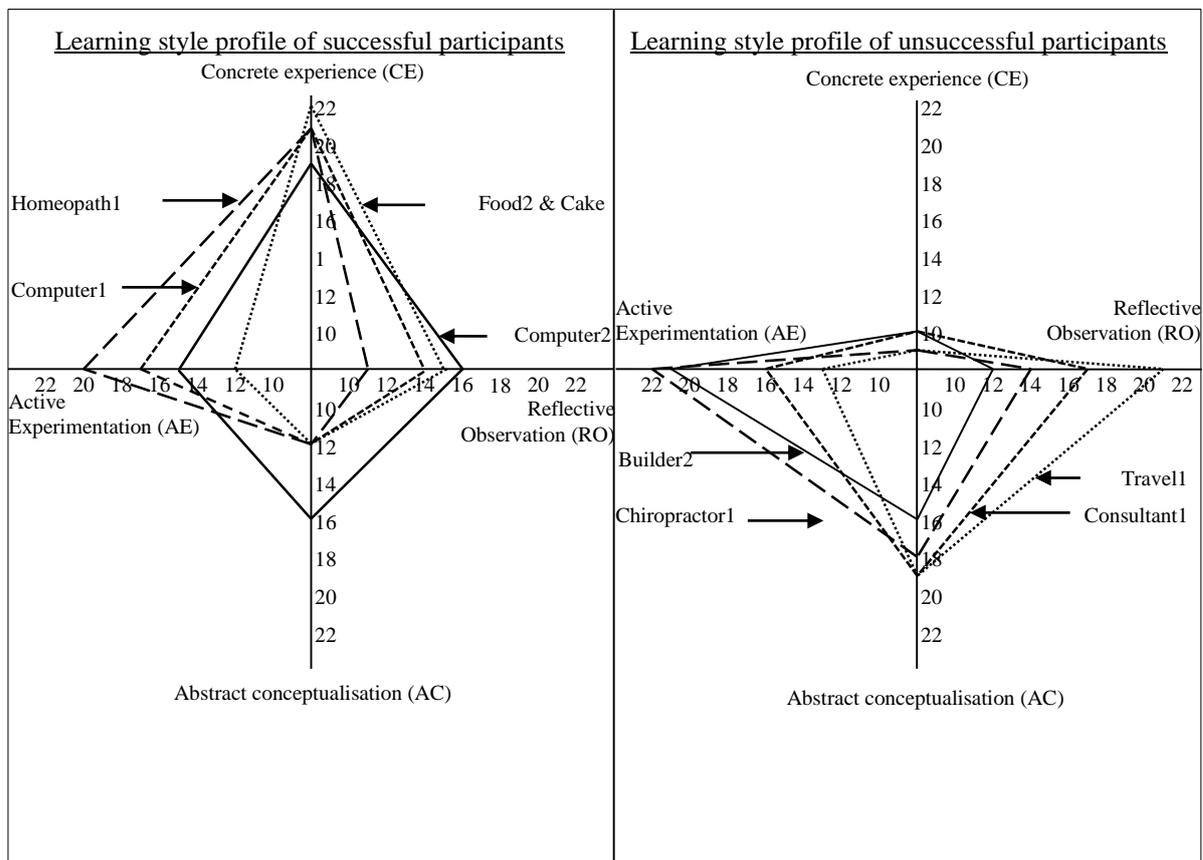
Figure 4.22 Graphical representation of successful and unsuccessful participants

The selection in Figure 4.22 was made purposefully to amplify the difference between the learning abilities of successful and non-successful participants. Successful participants predominantly have higher concrete experience ability and a balanced ability between reflective observation and active experimentation. However, the unsuccessful participants scored high on abstract conceptualisation with either higher active experimentation or reflective observation. On closer observation of the participants, the reasoning was obvious. All the successful participants had a background of direct active marketing and interaction with their customers. However, for the unsuccessful ones, marketing and interaction with customers was limited since they relied on indirect sources for their customers.

> A post made from personal knowledge about a bulldog:
> "NEWS FLASH! I had the doors open this morning whilst we received some stock from our warehouse and our bulldog"aka" BOB, slipped out and down the ginnel. These pics are the last we saw of him. If I get any news of him I'll post it. keep watching this page because there will be a reward for anyone who helps us find him…..".

> As this post received significant comments and 'likes' the owner reflected this concrete experience and using his social knowledge decided to experiment by creating a follow-up post using the social feedback gained from the comments.
> "NEWS FLASH! B.O.B has been spotted and they sent me a pic. Can you guess the location. If you can help me to track him down you will win a…."
> "NEWS FLASH! B.O.B was at the airport as you can see. We shot up there straight away but he wasn't to be found. An Air Hostess saw him running across the run way back toward…."

> The large number of comments and 'likes' generated on this post helped the owner to create a marketing campaign. He used his personal knowledge to create a concrete experience, and then reflected on this experience using the social knowledge gained through comments. Using both the social and personal knowledge, he actively experimented with further posts to effectively create a marketing campaign free of cost.

Concrete experience is created through personal knowledge, which generated social knowledge, both of which are reflected resulting in active experimentation as the cycle continues.

4.1.3.6 Accommodator and diverger learning style had greater success over converger and assimilator style.

Participants with the learning style of diverger and accommodator were more successful in using Facebook (for explanation about each type see Table 2.26 on page 78). The distribution of participants is shown in Figure 4.23 (next page).

Dominant learning style type of successful participants
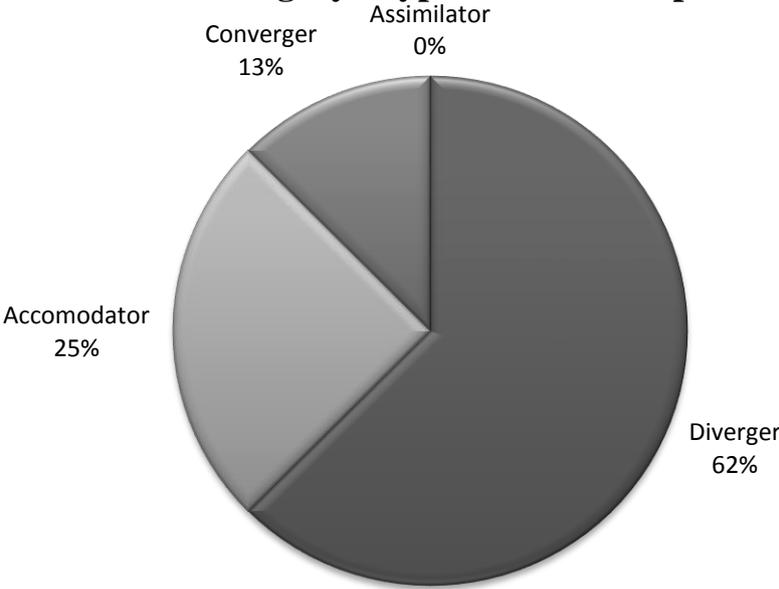
Dominant learning style type of unsucessful participants
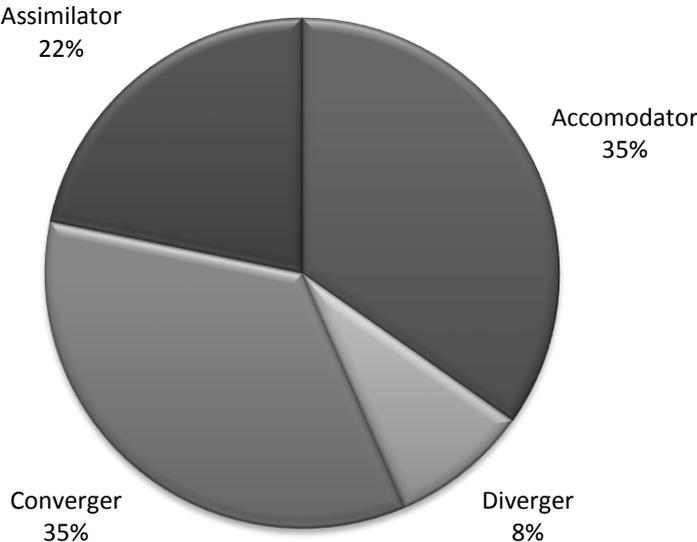
Figure 4.23 Learning style type of successful and non-successful participants
Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1.

A majority of the successful participants were divergers and another dominant portion were accommodators. In contrast, the unsuccessful participants have very little divergers but confusingly, many of them were also accommodators. Despite the confusion, it is clear that:

➢ Learning style supports the results of the learning ability about the emphasis on concrete experience and personal knowledge.

➢ Most microbusiness owners do their own marketing and hence it is not surprising that such a large number of them are accommodators. However, the unthinking reaction without proper reflection seems to hinder their Facebook experimentation.

4.1.3.7 Summary about the learning processes of microbusiness owners.

The effective learning techniques that enabled microbusiness owners to adopt social media successfully can be summarised as follows:

➢ The principles of experiential learning and adult learning helped the microbusiness owners to quickly adopt and use social media successfully.

➢ The participants reported that solving real problems (such as increasing 'likes' on Facebook) by constructing their own knowledge with the help of their experience and past knowledge (such as building their email database or mail list database) was the most sought after feature of the learning process.

➢ Addressing 'what they needed to know' along with incremental informal learning improved the learning process.

➢ Double loop learning helped successful participants by experimenting and altering their existing business processes to take advantage of Facebook.

➢ Participants who complimented their learning ability of concrete experience with personal and social knowledge were more successful. They were able to use their reflective observation to actively experiment with their personal and social knowledge for better learning of Facebook use.

In summary, the findings provide answers to the second sub research question: How does the microbusiness owner learn to use social media? SRQ1: What are effective training techniques that enable microbusiness owners to successfully adopt and use social media? It also expands the understanding of the first part of the central research question: How is social media adopted by the microbusinesses?

4.2 Individual Specific Factors Impacted Facebook Acceptance, Use and Incorporation

Individual specific reasons, such as participant's expectations and perception, their individual characteristics and the individual challenges they experience, seemed to make an impact on Facebook either positively or negatively. Expectations of the participants determined usefulness (actual use) and consequently multiple instances of usefulness resulted in continued use. Participants who were characterised as creative, non-conformist, optimistic and less insecure about technology performed better than others. Age, qualifications, experience and gender seem to have no impact on Facebook adoption. Personality-wise, participants who were talkative, spontaneous, warm, flexible, reliable, uninhibited and imaginative were perceived to perform better on Facebook than others. Participants were challenged with the perception that maybe Facebook was not suitable for their business and that they were constantly required to maintain Facebook mode. The purpose of this section is to examine the individual microbusiness owner to examine reasons which may assist or hinder Facebook acceptance, use and incorporation. To achieve this purpose the following three individual reasons are examined in three sub-sections:

- The microbusiness owner's reasons for need for use, actual use and continued use of Facebook (4.2.1).
- The characteristics and personality of the microbusiness owner user (4.2.2).
- The challenges experienced by the microbusiness owner (4.2.3).

Using the three steps, this section hopes to explore the microbusiness owner's reasons of extrinsic motivation, usefulness of Facebook, characteristics of successful user and the problems that may plague a microbusiness owner.

4.2.1 Need for use, actual use and continued use related to success in marketing.

The need for use, actual use and continued use of Facebook was related to successful marketing in terms of establishing an additional sales channel for the customer. Need for use was predominantly increase in number of customers, increase in reputation and a social proof of the business. This need formed the

expectations which influenced actual use such that microbusinesses saw usefulness in terms of marketing communication, fitness to viral marketing and advertising using the richness capability of Facebook. Multiple successful instances resulted in a habit formation and consequently continued use. The purpose of this section is to examine the need for use, actual use and continued use of Facebook by the microbusiness. To achieve this purpose it examines the following in detail:

> ➢ The need for use or the extrinsic motivation of use of Facebook through categorisation and abstraction of Facebook communication (4.2.1.1).
>
> ➢ The actual use of Facebook by examining the successful participants' communication on Facebook and capturing their perception about usefulness (4.2.1.2).
>
> ➢ The continued use of Facebook by examining the communication on Facebook and following the sequence of events to establish a reasoning (4.2.1.3).

4.2.1.1 Sales and marketing were the dominant extrinsic motivations for microbusinesses.

Sales and marketing of services, followed by reputation-building through dissemination of information and building a social presence as a social proof of their business were the most dominant need for use of Facebook by microbusinesses. The purpose of this section is to examine the need or requirement of social media use by the microbusiness. To achieve this purpose the following four aspects are examined:

> ➢ Communication categorised and abstracted to find clues about use (4.2.1.1.1).
> ➢ Communication is investigated to find communication with ties (4.2.1.1.2).
> ➢ Follower increasing activity is mapped to find its extend and significance (4.2.1.1.3).
> ➢ Sub-classification of microbusiness is observed to identify trends (4.2.1.1.4).

Using the four steps, Facebook communication is classified as being based on marketing type, linkages with ties, follower increasing communication and finally differences between communication such as professional microbusinesses and more general retail microbusinesses.

4.2.1.1.1 Promotion of services is the primary motivation to use social media.

Promotion or campaigning for services in the form of deals and service suggestions is considered the chief motivator since it dominated Facebook use by microbusinesses. The distribution of the quantitative figures through the application of the starting codes from theory is shown in Figure 4.24.
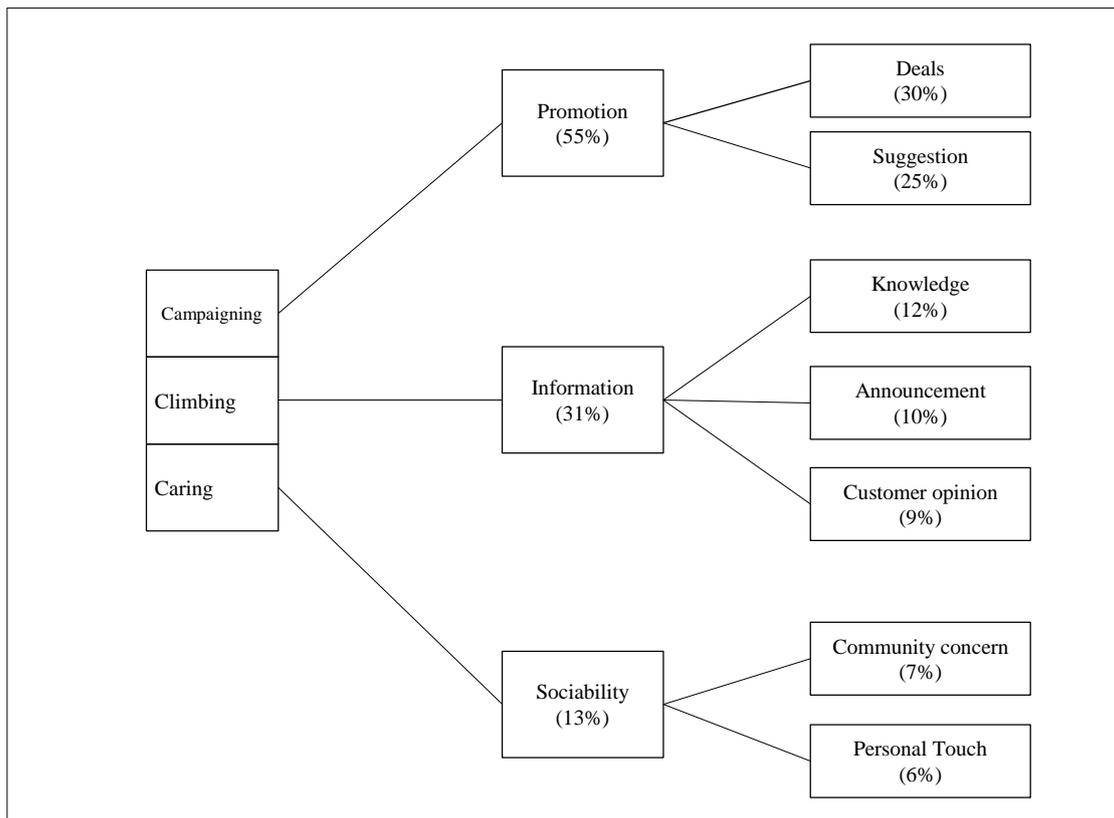
Figure 4.24 Categorisation and abstraction of post

Campaigning (the term is used to describe marketing and sales) was found as the major theme in almost 55% of the communication made by the microbusinesses. This was followed by dissemination of information in terms of special knowledge also described as social climbing, reputation or trust building at 31%. The sociability factors, such as community concerns (charitable activities or contributing to the local community) and personal touch (through online such as sharing of family photos or similar information), were very small at just 13%. The individual distribution of the concepts of posts clearly show the primary dominance of promoting online deals on Facebook and service suggestions with respect to the others as shown in Figure 4.25.
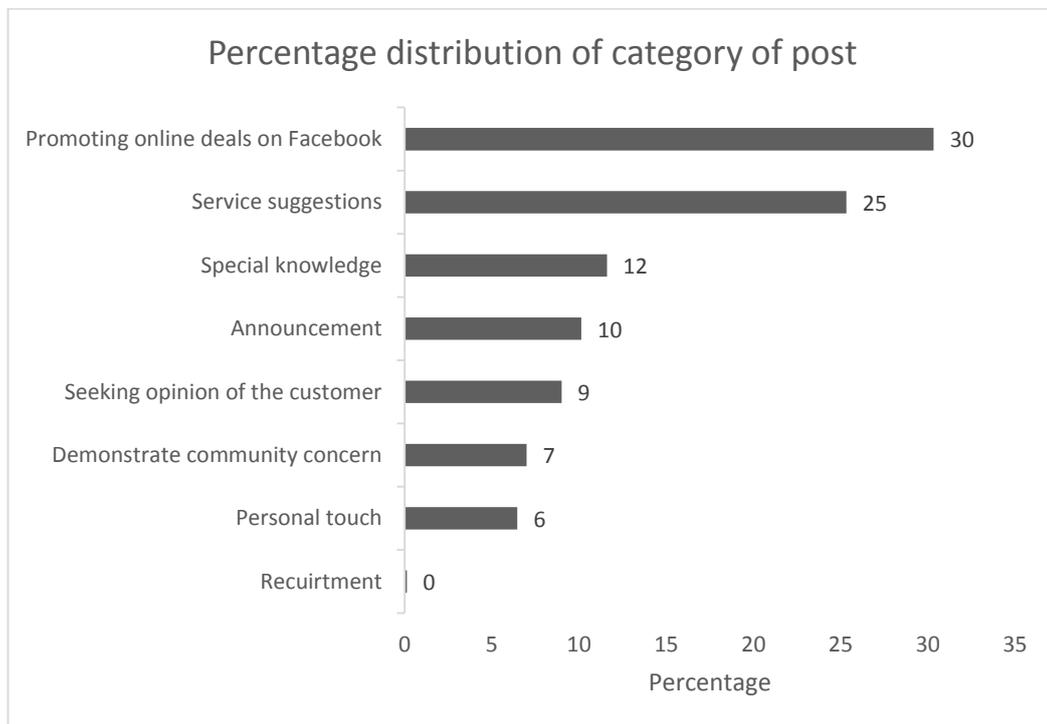
Figure 4.25 Percentage distribution of type of post

The other concepts, such as transmitting special knowledge about services along with interesting background information and verifiable facts along with making announcements about events and associated activities in the community, were quite low in comparison to promotions. Specific posts on seeking opinions of the customer were even lower at 9%, but this could be due to most feedback coming from promotion posts. Personal posts and community concerns were void of any business as it was probably a personal characteristic of the owner rather than a business technique. Surprisingly, when the action research participant, such as Beauty, made a personal post with the picture of her baby it was the most 'liked' post, resulting in a subsequent increase in 'likes' and page views. Recruitment was also just used by one participant once, probably since they did not want to clutter the page with unwanted attention and maintained focus on marketing. Overall, campaigning of services was the most dominant reason for use of Facebook by microbusinesses.

4.2.1.1.2 Microbusinesses do not use Facebook for connecting with weak ties.

The researcher found no evidence of conscious effort by the microbusiness to connect with weak ties as a part of the communication process on their Facebook page. In fact, their conscious purpose was targeted towards their customers even during climbing and caring rather than making specific connections (frequent or infrequent buyers are not treated as ties since they have their own classification as customers). Most participants had a very minimum 'liking' of other pages and rarely commented (as a business) on their pages. They did not tag any specific person (from their friends list) in their business posts (which would give the post added viral coverage) or directly tag businesses for mutual benefits. Microbusinesses displayed a 'mind your own business' type of behaviour which was similarly displayed by the action research participants. The researcher can speculate the following reasons for such behaviour:

> *Privacy*: Microbusinesses fiercely try to protect the privacy of their existing customers. They do not want to 'bombard' them with information and clutter their newsfeed with unwanted and frivolous information.

> *Segregation:* Microbusinesses want to separate their personal life with their business life. They refrain from tagging friends from their 'personal friend' list for business posts. For many, this was a lifestyle choice.

> *Exploration:* Microbusinesses wanted to explore the capabilities of Facebook to get them new business opportunities. They preferred to explore the viral capabilities of Facebook rather than tinker around with their existing ties and impress them to join on Facebook.

> *Niche:* They wanted to position Facebook as a niche place of the business wherein their customers would get important information and positive news about the business. In case of customer problems and negative feedback the customers were politely asked to contact them privately on an email address or phone number to resolve their issues.

4.2.1.1.3 Quantitative data of followers and comments signified social proof.

Microbusiness owners tried to increase followers ('likes') on Facebook along with check-ins and incentive for comments and 'likes' on individual post. The first obvious reason would be to gain maximum reach through viral marketing. The second reason was that most microbusinesses treated Facebook as an evidence (proof) of the credentials of the business and their capabilities to deliver the

services they claimed to provide. This was repeatedly observed during examination of the communication on Facebook. Almost every business had some scheme, which would increase the number of followers. They had gifts and presents for the hundredth liker or when they got to 500 'likes' there would be a lucky draw and similar schemes. It was quite important for the microbusiness to increase the number of followers to their page, probably since it signified social proof. Similarly, the businesses actively promoted their post through multiple postings at various times of the day, reminders posts to the main post, and some benefit to the person who shared or 'liked' the post. This was done indiscriminately since it was obvious that people who shared the post or 'liked' them may not have all their friends interested in the business's product and not necessarily from the same region. It was a probability they were willing to explore as well as the opportunity to gain maximum weightage to their communication.

Most businesses flaunt the dynamic Facebook number of 'followers plug-in' and 'check-in data' which automatically updates the website. In some cases, advanced plugin-ins are used which show the profile image of the followers on the website. It automatically customises to the person viewing the website so that some known faces (from their Facebook friend list) are shown, signifying the importance of familiarity. Others have directly inserted the timeline features in the website and vice-versa as a mash-up so that everything that happens on Facebook is shown on their website. Most businesses also actively promoted their presence on Facebook in the shop front (evidenced through images of shop front on Facebook), link in email signature (email communication with some of the businesses) and continuous posting of updates about local social events, sale in shop and participation in local charitable events. All this evidence points to the importance allocated by microbusiness owners to the quantitative data about number of customers who follow their business updates and the number of customers who have visited (checked-in) their shop.

4.2.1.1.4 Professional services endeavoured to increase reputation.

Most professional services, such as Beauty clinics, Midwife, Chiropractors and Homeopaths, had a remarkable difference with service shops, such as Retail Food, Computers or Restaurant in terms of the classification of the post. This difference

was also observed in total quantity of posts such that service shops made more posts and had greater interaction than professional services. This was observed despite a larger number of professional services in the sample than service shops. Professional services showed greater tendency towards social climbing with Facebook by sharing informative links and knowledge. They also displayed a greater concern for the community and their customers by making posts about their participation in charitable events and addressing customer concerns and queries directly on the Facebook. Even with the professional services there was difference for example, Beauty Clinics did focus on promotion and deals but the higher interaction and high contact business where the customer knowledge was limited, such as Dentists, Homeopaths and Chiropractors, the focus was purely on knowledge and hence reputation. The interaction of these pages was quite limited and the total numbers of likes in comparison to the service shops were limited. Overall, professional services had a greater focus towards reputation through knowledge sharing and community activities.

4.2.1.1.5 Summary of the findings about extrinsic motivation to use Facebook.

The most dominant extrinsic motivation for microbusiness owners who successfully adopt social media can be summarised as follows:

> ➢ Sales and marketing was the most dominant extrinsic motivation to use Facebook.
> ➢ Campaigning (promotion of services) and social climbing (sharing of special knowledge) was the primary motivation to use Facebook.
> ➢ Facebook did not serve as a medium for connection with weak ties.
> ➢ The quantitative data of followers and comments signified social proof for the microbusinesses.
> ➢ Professional services endeavoured to increase their reputation through Facebook.

In summary, the findings provide answers to the third sub research question: What are the motivation factors for microbusiness owners who successfully adopt social media? It also expands the understanding of the second part of the central research question: Why is social media adopted by microbusinesses?

4.2.1.2 Usefulness of Facebook determined its actual use moderated by effort in use along with facilitating condition and self-efficacy.

The usefulness of Facebook in terms of meeting the expectations of the microbusiness owner in assisting the marketing activities determined its actual use, which was moderated by the effort to use along with facilitating conditions and self-efficacy of the microbusiness owner.

This section examines how Facebook meets the expectations of the microbusiness owner and the constituents of usefulness, effort to use, facilitating conditions and self-efficacy as follows:

> ➢ Usefulness is examined to meet the marketing requirements of microbusiness owners in terms of its communication capabilities, fitness to viral marketing and advertising, using the richness capabilities of the Facebook medium and the advantage it has over other mediums.
>
> ➢ Effort is examined in terms of the ease of use of Facebook and the time devoted to prepare content for regular communication on Facebook.
>
> ➢ Facilitating condition is examined in terms of the existing hype surrounding Facebook along with other parameters which may impact use.
>
> ➢ Self-efficacy is examined in terms of the microbusiness owner's attitude towards Facebook's potential in the future to act as dominant marketing tool.

4.2.1.2.1 Usefulness, such as communication, fitness and richness, propelled actual use.

Communication capabilities and its fitness to the marketing function were perceived as the most useful features of Facebook. Facebook capability as a richer medium was rated as good but its relative advantage over other mediums was considered quite poor.

The sub concepts of four main concepts are shown in Table 4.13.

Table 4.13 Usefulness of Facebook as perceived by business owners

Communication	➢ Wider customer reach and access – interaction and feedback
	➢ Greater intelligence from competitors suppliers and similar businesses
Fitness	➢ Increase sales through word of mouth – digitised or viral marketing
	➢ Advertisement of services – customer acquisition and brand building
Richness	➢ Improve marketing capabilities by use of photos and videos
	➢ Sharing knowledge through web links
Relative advantage	➢ Fairly effective over radio and print advertisement.
	➢ No advantage over email and hence asynchronous communication

There was a variation of the average perceptions between the four main usefulness and the eight sub-concepts, which is captured in Figure 4.26.
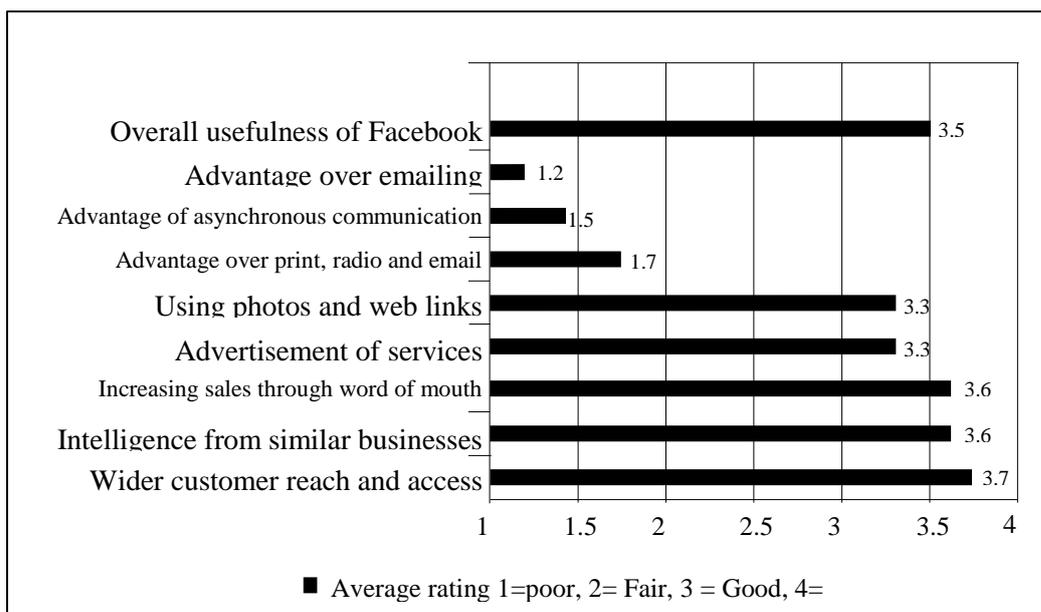
Figure 4.26 Participant rating of Facebook utility
Note: 31 participants = Food1&2, Computer1-5, Cake, Beauty, Travel1-3, Florist, Accountant, Restaurant1&2, Graphic Designer1&2 Builder1&2, Homeopath1, Chiropractor1&2, Mentor1&2, Consultant1&2, Midwife, Naturopath1, Massage Therapist, Hypnotherapist1

The overall verdict about Facebook usefulness was somewhere between good and excellent. It is important to note that this overall rating is from all the participants (not much in use and successful) and hence present an interesting feature. It suggests that even failed participants felt that it was a useful tool but may not be suitable for their business (Chiropractor) or they were incapable of using it to their

advantage (Midwife, Massage Therapist) or probably their customers were not using Facebook (Travel, Financial Consultant). The variation was dependent on the existing marketing levels such that participants who used email and other advertising mediums (Computer and Food) focused more on relative advantage whereas participants (Homeopath and Cake) who had limited marketing focus paid more attention to communication, fitness and richness. However, over time this difference was limited as each group built up followers and learnt the advantages of using Facebook.

Overall, all the participants agreed that wider customer reach and access through interaction and feedback was probably the most useful feature of Facebook followed by market intelligence by browsing and receiving updates from competitors, suppliers and similar businesses located in other parts of the world. This communication benefit was created through the capability of Facebook to create digital word of mouth awareness of the businesses' services by using the owners, their families and their close ties network. Additionally, it enabled the business to create a sustained advertising campaign resulting in customer gain and brand building. The successful participants, such as Computer, created daily deals which were phenomenally successful, and Food created specific hampers which were equally successful, thus giving them the capability to create their own advertising campaign. Through her network, Homeopath tried to display her capabilities and knowledge in women's health, which made her receive laurels resulting in brand building. Similarly, Cake used Facebook to browse pages of similar businesses to get creative ideas and happenings in their business and felt that this was immensely helpful for her in terms of getting market intelligence. Facebook was rated high in terms of its fitness to meet the marketing purposes of the microbusiness owners.

Some participants (Homeopath, Chiropractor and Midwife) found the richer medium of Facebook, in terms of sharing web links and providing catchy summary at the start about the web link, quite a useful way to grab customers' attention. Others (Food, Restaurant, Cake, and Florist) found putting up photos of products and giving information about the products extremely useful to communicate with the customer. Even others such as Computer found a 'simple

one liner' about a deal and the web link for information about the product quite superior over other methods. Overall, richer medium was found to be a reasonably useful feature of Facebook for marketing purposes. Participants found that Facebook was equally useful in terms of print and radio and sometimes they were used to publicise Facebook. In that way, participants started integrating Facebook in their basket of marketing tools, such as email, print, radio and other mediums, such as shop front signs, invoice/receipt signage and special deals exclusive on Facebook. However, some (Food) felt that email was better than Facebook since it was much easier to write an email to a targeted list of customers, and hence comparatively, email had a greater advantage over Facebook. However, over the period, even they changed this opinion but none of the participants solely moved to Facebook marketing. Facebook was an additional channel along with the others and hence relative advantage was almost similar to other mediums of customer communication.

In summary, contrary to the conceptualised expectations that Facebook will be preferred over other marketing medium in terms of relative advantage it was treated as one of the marketing medium working in cohort with other medium. Usefulness was experienced in order of improved communication and fitness and richness of the communicating medium in the marketing services of the business.

4.2.1.2.2 Preparing content and developing a user base hindered actual use.

Actual use was dependent on preparing interesting content to communicate along with promoting the content on Facebook. All participants initially elicited a lack of communication as they were stumped and struggled between the involvement of time to create interesting information and posting them on one hand, and on the other hand developing a user base that would be willing to listen, consume and respond to the communication.

The responses of the participants about the effort required to use Facebook is shown in Figure 4.27.
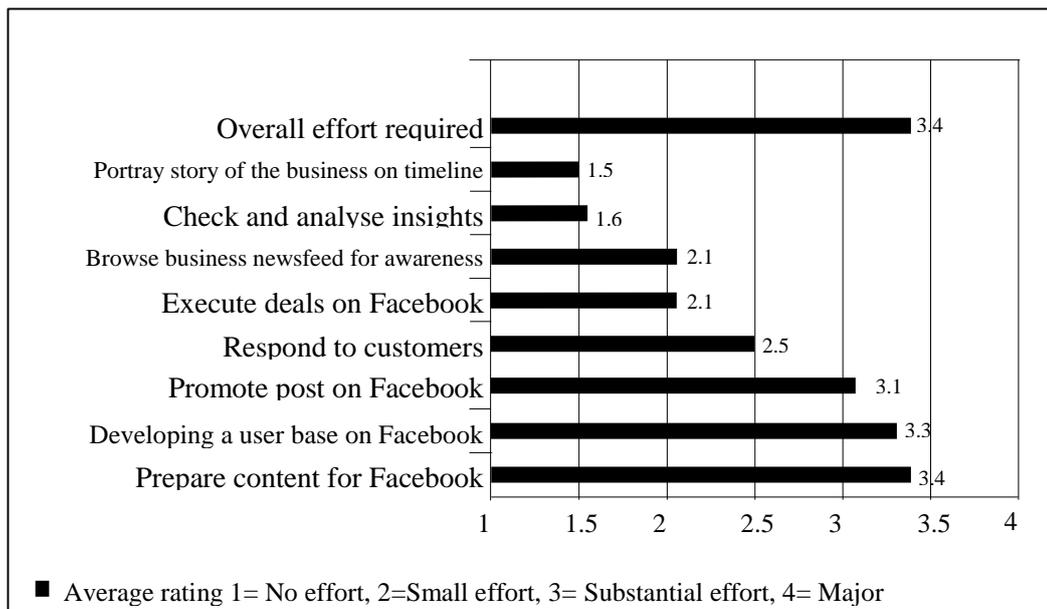
Figure 4.27 Participants' perception about the effort required to use Facebook

The three most effort-taking sub-concepts (prepare content for Facebook, develop a user base on Facebook and promote a post on Facebook) are interrelated and can be explained as follows:

- ➢ A command language is necessary for using Facebook.
- ➢ A follower base is necessary for Facebook to function.

Despite the technical simplicity of Facebook, the participants felt that a certain skill development is required for effective interactive engagement with the customer. Productivity of Facebook was dependent on the capability of the participant to develop content, which would keep the customers engaged. It was a day-to-day communication system requiring effort from the participant to develop the mind-set of a publisher. All the participants faced the problem of developing the necessary information to populate the Facebook business page on a daily basis. On the other hand, if Facebook was not populated on a regular basis, the follower base does not increase, causing a circular problem; for example, to get a follower base, regular communication is required and a follower base is required to promote the communication so that it achieves higher visibility and reach. All the participants struggled between the two — developing content and a follower base — and most participants who were not successful in creating content or a follower

base eventually reduced using Facebook. In terms of the other sub-concepts, such as responding to customers, acquiring business intelligence and updating the timeline, the participants were quite comfortable using these features and did not perceive major effort in using them. In terms of richness, some participants (Food) mentioned that there was an additional effort in taking a picture (which involved taking several pictures) and then viewing them to find the most appropriate one, which they would like to put up on Facebook. This problem was not perceived by Homeopath who normally just shared pictures and web-links available elsewhere and hence overall, creating rich media for sharing on Facebook was not perceived as a great effort.

In summary, the overall effort required for using was higher because of just the two interrelated reasons: creating content for posting on Facebook and developing a user base on Facebook. The findings partly support the conceptualisation as below:

	Command language	This was the most dominant concept with moderated usefulness and probably the single most reason for the failure of a large number of participants.
Effort		
	Accessibility characteristics	Participants felt that the wider receiver access increases the probability of getting more exposure, balancing the problem of communication reliability at the receivers end.

4.2.1.2.3 Media hype and belief about Facebook's future moderated actual use.

The existing media hype about Facebook (several success stories available in the newspaper and television) influenced almost all participants, and since it was free to use (almost all participants said that 'there was no harm in trying it out' or 'at the worse we will shut it down') facilitated the Facebook adoption. Consequently, actual use and the ability to use Facebook were moderated by the belief about Facebook's future and attitude about selling on Facebook. The sub-concepts of the facilitating conditions and their weightage for the microbusiness owner are listed in Figure 4.28.
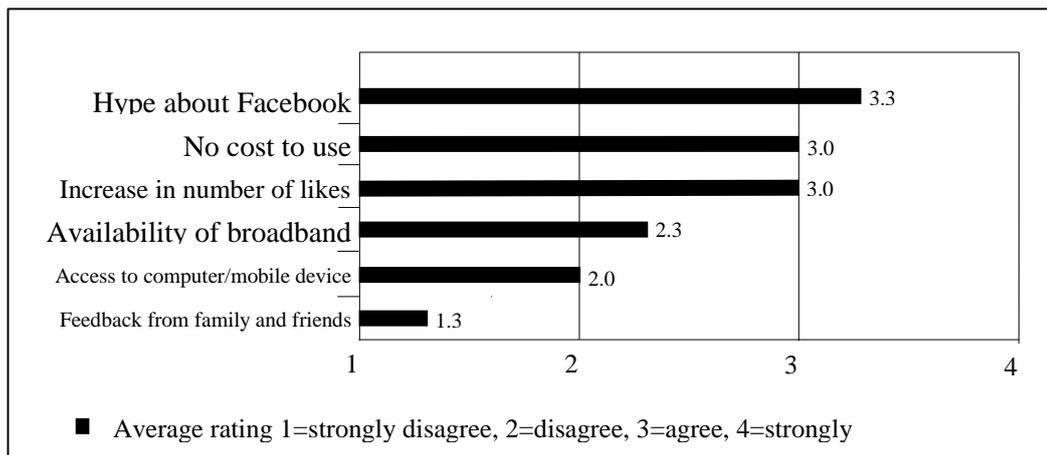
Figure 4.28 Conditions that influenced the participants to use Facebook

In terms of the facilitating condition, almost all participants agreed that they were heavily influenced by the media hype surrounding Facebook and its free to use feature. Further, as they started using Facebook, they were encouraged by the increase in number of followers (especially the successful ones) and the comments made by the customers. In fact, most disagreed that non-availability of broadband was a hindrance since such a facility was available to them quite easily as all of them had portable internet computing facility which could be made easily available at the sales channel location. The most surprising and contrary to the expectation was the not-so-upbeat feedback from family and friends. In fact most participants were even hesitant to invite their family and friends (their friends on Facebook) since they felt it was not quite useful as they were not the potential target customers. In some cases, the younger member of the family was actually against the use of Facebook for business because they were of the opinion that it was supposed to be used for business purposes and they did not want to be a part of the whole affair. Overall, as evident from media hype about Facebook and the free to use feature were the most overpowering factors, which made the microbusinesses owners consider investment of time and energy in trying to use Facebook.

Subsequently, self-efficacy played a moderating role in initial and actual use of Facebook. The microbusiness owners who had a positive attitude about Facebook and believed that tools like Facebook are a customer communication tools of the future fared much better than the others. Computer in this case was the most positive about Facebook and believed that Facebook will be one of the most

dominant marketing channels for his business. The self-efficacy factors, which influenced adoption along with their weightage, are listed in Figure 4.29.
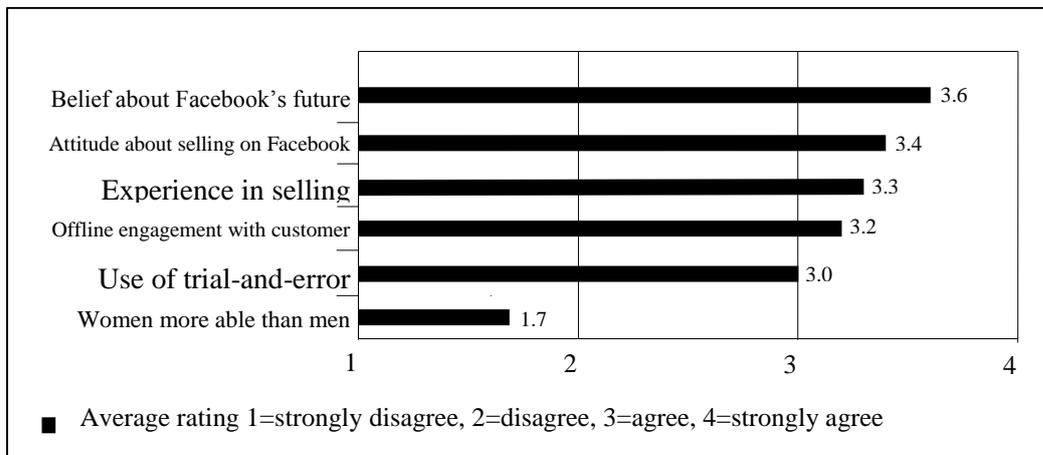
Figure 4.29 Perceptions about the ability to use Facebook for sales

Overall, the two most dominant perceptions were about the microbusiness owners' faith in Facebook's future as a marketing tool and Other who believed that this was just a 'hype' or 'a wave', which will pass over, and 'it will be business as usual' once it all dies down. This significantly impacted adoption and most participants (Florist, Restaurant, Hypnotherapist, and Chiropractor) who did not have much belief about Facebook's future did not perform well on Facebook. These participants had some reservations and were hesitant to sell on Facebook as they thought this media was just for the younger generation and their customers probably were not on Facebook. Experience in selling according to all the participants was a dominant parameter which impacted the adoption of Facebook such that participants who had greater experience were more resistant to Facebook than the others. However, this was just an observation by the researcher and the participants felt the other way round such as the greater the experience in selling better the user of Facebook. Participants who had greater face-to-face interaction (such as Beauty) also felt that they would be able to use Facebook better than others since they already knew their customer offline. This notion was proved wrong as later it was shown that participants who communicated more offline (had greater face-to-face contact) had in fact lesser use of Facebook. Finally, as later shown through quantitative data, most participants did not feel that women would be able to use Facebook more than men will.

In summary, the facilitating conditions, such as hype about Facebook, the free to use feature and self-efficacy of the participants, such as their belief about Facebook's future as a marketing tool, moderated actual use of Facebook.

4.2.1.2.4 Summary of the findings about actual use.

The findings about actual use in terms of usefulness can be summarised as follows:

- ➢ Usefulness of Facebook determined its actual use moderated by effort in use along with facilitating condition and self-efficacy.
- ➢ Usefulness was experienced in order of improved communication, fitness and richness of the Facebook medium in the marketing services of the business.
- ➢ Facebook was treated as one of the marketing mediums working in cohort with other mediums.
- ➢ Preparing content and developing a user base hindered actual use.
- ➢ Facilitating conditions, such as hype about Facebook and self-efficacy of the microbusiness owner in terms of their belief about Facebook's future as a marketing tool, also moderated actual use.

The findings provide answers to the second part of the central research question: Why is social media adopted by microbusinesses? It is adopted because microbusinesses find Facebook useful as a marketing channel for their business.

4.2.1.3 Habit of using Facebook determined its continued use.

Continued use of Facebook was the result of formation of habit of using Facebook due to its usefulness. Microbusiness owners got into the habit of using Facebook since they had multiple positive experiences which made them realise that Facebook could meet their expectation of promotion of services and augmentation of reputation. The purpose of this section is to examine the reason for continued use of Facebook by the successful microbusinesses. This is performed by examining the expectation and actual use of Facebook, resulting in satisfaction of use by the successful microbusiness owners. Based on the discussion with the microbusiness owner's expectation, actual use and multiple incidence of satisfaction for the four successful participants are listed in Table 4.14.

Table 4.14 Record of experiencing satisfaction and positive attitude formation

Participant	Expectation	Actual use	Satisfaction	Positive attitude formation
Homeopath	Marketing – Customer	Instantly gained a new customer	Instant gratification	First perception – positive disconfirmation
	Reputation		Increase in reputation	Multiple positive disconfirmation – positive attitude
	Social proof	Activity associated towards reputation		
		Established new ecommerce website	Increase in web traffic	Regular use – Habit formation
Computer	Marketing – Customer	Initial poor response	No immediate satisfaction.	First perception – negative disconfirmation
		Daily deals – great response	Subsequent satisfaction	Positive disconfirmation – formalised use
		Service department – great response	Multiple satisfaction	Multiple positive disconfirmation - positive attitude
		Special information – reputation increase	Unexpected satisfaction – delighted	Formalised in to structure – Habit formation
Cake	Social proof	Market intelligence	Instant gratification	First perception – positive disconfirmation
	Reputation	Activity associated towards reputation	Increase in reputation	Multiple positive disconfirmation – positive attitude
		Looking to establish new ecommerce website	Multiple satisfaction	Regular use – Habit formation
Food	Marketing – Customer	Initial poor response	No immediate satisfaction.	First perception – negative disconfirmation
		Increase in followers	Increase in reputation	Positive disconfirmation – formalised use
		Posting of deals – great response	Subsequent satisfaction	Multiple positive disconfirmation - positive attitude
		Kate hamper – great response	Multiple satisfaction	Regular use – Habit formation

The above table lists the first few sequence of events of the successful participants which resulted in the beginning of habit formation, which in turn propelled continued use. The habit formation as evident from the table was caused from multiple instances of satisfaction with Facebook use since it was meeting the expectation of the owner resulting in the formation of a positive attitude towards Facebook. This positive attitude helped in forming a habit of regular use of Facebook by incorporating it in the daily routine of other business related activities, such as checking of email. By way of illustration, the sequence of events from Table 4.14 is explained for the first successful participant.

Homeopath started using Facebook with the expectation she would gain new customers from Facebook. Within a few days after operating Facebook, she got her new customer through Facebook and performed her first consultation through Skype. This instant gratification resulted in huge satisfaction. This satisfaction

was the result of Facebook exceeding her expectation, which led to a positive disconfirmation (confirmation) about the utility of Facebook for her business. As she continued using Facebook, her focus started changing with the use of Facebook towards reputation building. This change in expectation was brought about through the experience generated through short-term use, which seemed to suggest to her that she could get more customers through display of knowledge in the public domain. Subsequently, several other Homeopaths and past customers acknowledged her expertise in women's health related to Homeopathy and customers also posted their gratitude for her services and medication. This ensued building of self-esteem, confidence and reputation for Homeopath causing multiple positive attitudes of disconfirmation (confirmation). Multiple reassurance of usefulness by Facebook led to the formation of a positive attitude about Facebook and an attempt to regularly (almost daily) use Facebook by building it into the daily routine of life. Thus, the first positive disconfirmation followed by other such positive disconfirmation resulted in continued use of Facebook by Homeopath.

Some of the participants (Computer and Food) experienced initial negative disconfirmation, but this was overcome by persuasive efforts on part of the researcher (as confirmed by the participants) but overall none experienced any subsequent negative disconfirmation. Due to this limitation, the researcher was not able to analyse how many positive and negative disconfirmation would result in participants continuing use or dropping use of Facebook. Participants who had dropped using Facebook had discontinued use at the first instance of negative disconfirmation or they probably had negative expectations and the first experience simply confirmed that negative expectation. On the other hand, participants who reduced using it had positive expectations but due to the negative disconfirmations discontinued or reduced using it but this could not be confirmed due to want of data as significant time had lapsed. However, it can be confirmed that two or more positive disconfirmation would result in continued use of Facebook.

In summary, the four successful participants had experienced multiple positive disconfirmations (confirmations) which helped them to form a positive attitude

towards Facebook and hence a habit formation of Facebook use. These findings helped in answering the central research question —Why is social media adopted by microbusinesses? — by examining the phase of incorporation. It answers an augmented question: Why do microbusiness owners continue using social media? Microbusiness owners continue using social media because they form a positive attitude towards it due to multiple positive experiences of usefulness ultimately leading to habit of use.

4.2.2 Characteristics and personality influenced acceptance use and incorporation.

Characteristics and personality of the microbusiness owner had limited impact on the acceptance, use and incorporation of Facebook in their business. Limited in the sense that though a direct link could be established for some of the characteristics for others, such as age or experience, no link could be established. Similarly, for personality, a direct link could not be established between a specific personality type and a successful Facebook user. The purpose of this section is to examine the role of characteristics and personality in successful Facebook adoption. This purpose is achieved by examining the following:

- ➢ Innovative or adaptor characteristics of the owner are examined (4.2.2.1).
- ➢ Level of optimism, insecurity and discomfort about use of technology (4.2.2.2).
- ➢ Qualification of the microbusiness owner (4.2.2.3).
- ➢ Age and experience of the microbusiness owner (4.2.2.4).
- ➢ Personality associated with extroversion and emotional stability (4.2.2.5).

4.2.2.1 Successful participants were adaptors who were creative and non-conformist in nature.

A comparison between the successful and unsuccessful participants seems to show a difference in their characteristics, such that the successful participants were primarily adaptors and non-conformist with creative streaks. Unsuccessful participants seemed to show a tendency towards being highly methodical, less creative, conformist but focused towards being innovative. Adaptors are characterised by precision, methodicalness, discipline, reliability, efficiency, prudence and conformity. Innovators are characterised by being undisciplined,

thinking tangentially, more concerned with finding problems and approaching tasks from various angles. Adaptors at one extreme of the continuum strive to 'do things better', and innovators on the other, strive to 'do things differently'.

The finding was plausible for the participants who felt that besides the initial innovativeness (which was covered by training), discipline, reliability, prudence and conformity is required for successfully using Facebook. Discipline and reliability is required to regularly use Facebook and responding to customers. Prudence and conformity is require to meet the requirements of public correspondence and being careful not to upset any particular customer. It was not surprising to the microbusiness owners about the need to be creative and at the same time non-conformist.The actual computed data is shown in Table 4.15.

Table 4.15 Comparison of adaptor and innovative characteristics of participants

Participant[1]	Creative[2]	Methodical[2]	Conformist[2]	Characteristics	Total[3]	Adaptor/ Innovator
Successful						
Homeopath1	23	14	28	Creative methodical and highly non-conformist	65	Adaptor
Cake	25	16	24	Creative methodical and highly non-conformist	65	Adaptor
Computer	28	15	36	Creative methodical and non-conformist	79	Adaptor
Food	44	10	17	Less creative highly methodical and conformist	71	Adaptor
Not so successful						
Beauty	47	9	14	Less creative highly methodical and conformist	70	Adaptor
Unsuccessful						
Travel	49	11	35	Less creative highly methodical and non-conformist	95	Adaptor /Innovator

Note: 1 = Participants are arranged in order of the most creative to the least
2 = A low value indicates higher creativity (Mean = 39), methodical (Mean = 24) and conformist (Mean = 33) nature.
3 = Low value indicates adaptor and high value indicates innovator (Mean = 96)
Scale used from Kirton Adaption – Innovation Inventory.
Data for multiple participants within the same business has been averaged.

Despite the small sample space and sometimes conflicting data, some relationships can be drawn, such as:

➢ Higher creativity matched with being non-conformist resulting in a total low score of the participant and thus classified as an adaptor. Homeopath1 who had been the most successful amongst the successful participants along with Cake who had been the second most successful seem to share these characteristics almost strikingly having the same total score. Therefore it can be interpreted that people who are creative but at the same time methodical and willing to experiment seem to perform much better at social media than others. They need to be adaptors rather than being innovators to adopt social media.

➢ On the other hand, participants who were not so successful (Food and Beauty) (off course in comparative terms with Computer and Homeopath) displayed less creativity despite being highly methodical and conformist. This seems to suggest that apart from being an adaptor, creativity was an important characteristic for success on Facebook.

4.2.2.2 Optimism and less insecurity about technology helped successful adoption.

An optimistic attitude towards technology and less insecurity about technology seemed to help in successful adoption. Characteristics, such as optimism, insecurity, discomfort and innovativeness (technology readiness), were measured of select participants to predict with some degree of certainty about the probability of successful use of Facebook. Though this measurement was not performed before installation of Facebook, some clues can be gathered about the use of this test in ascertaining whether a business owner is ready to use Facebook for business purposes.

Of course, this is just indicative testing and no remedial discourse is suggested as a way to overcome a low technology readiness score. The interest is to merely observe and correlate the results with the performance of the business on Facebook. The overall scores of select participants are shown in Figure 4.30.
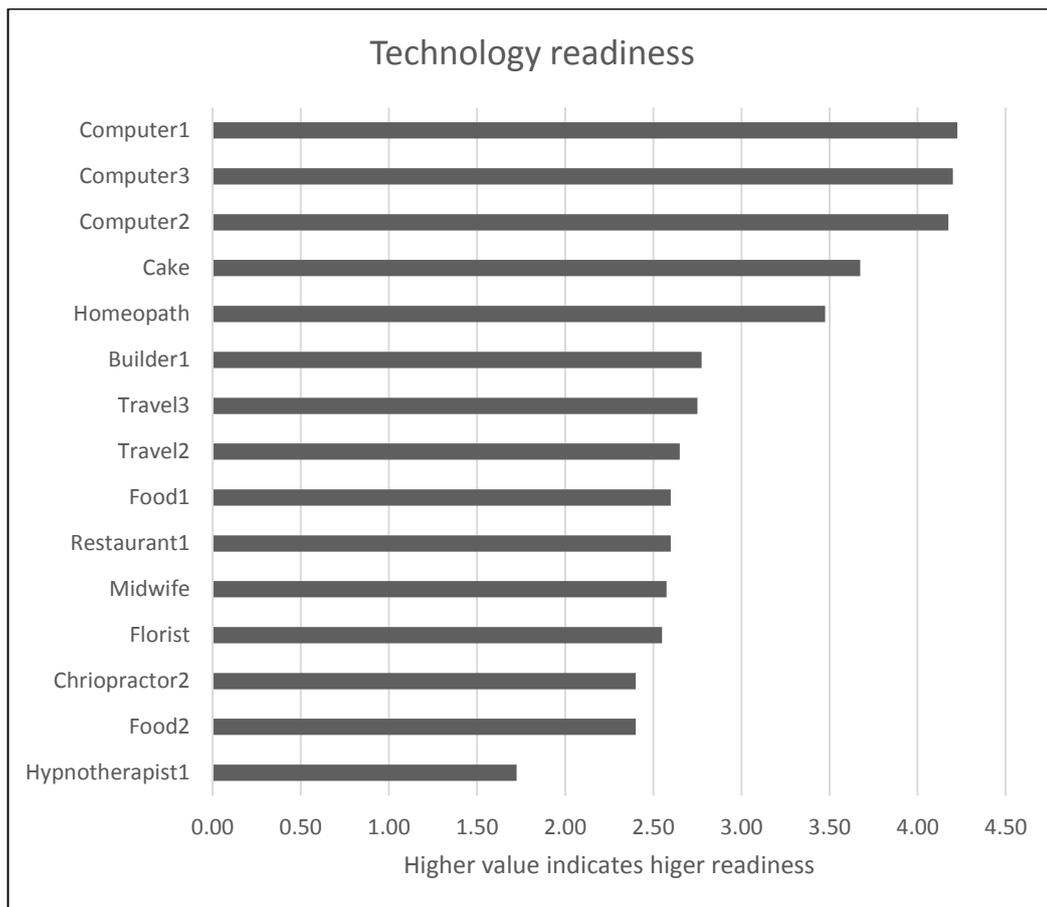
Figure 4.30 Technology readiness for select participants

It is not surprising that the Computer participants were most technology ready and scored very high on this scale. Nevertheless, it was surprising that both Cake and Homeopath (female) at the higher age group were right at the top along with Computer. In normal questioning (not psychological testing) and interviews, they always proclaimed that they knew little about computers and rarely used technology related products, such as computer games, but on this scale, they seem to have scored very high. However, Food, as expected, did not do very well on the technology readiness index despite being able to use Facebook. Others, such as Travel, Midwife, Florist, Chiropractor and Hypnotherapist (all Females) had varying scores but did not perform so well with Facebook. The men (Builder, Restaurant and Food) also had varying scores but could not perform so well with Facebook. This makes it certain that there is no role of gender as characteristics for Facebook use. Moreover, it also established that technology readiness index could predict with some level of certainty the possibility of success with Facebook. The four sub-concepts of the technology readiness index – optimism, innovative,

insecurity and discomfort and their break up of scores is explained next. Figure 4.31 shows the individual scores about optimism for the selected participants.
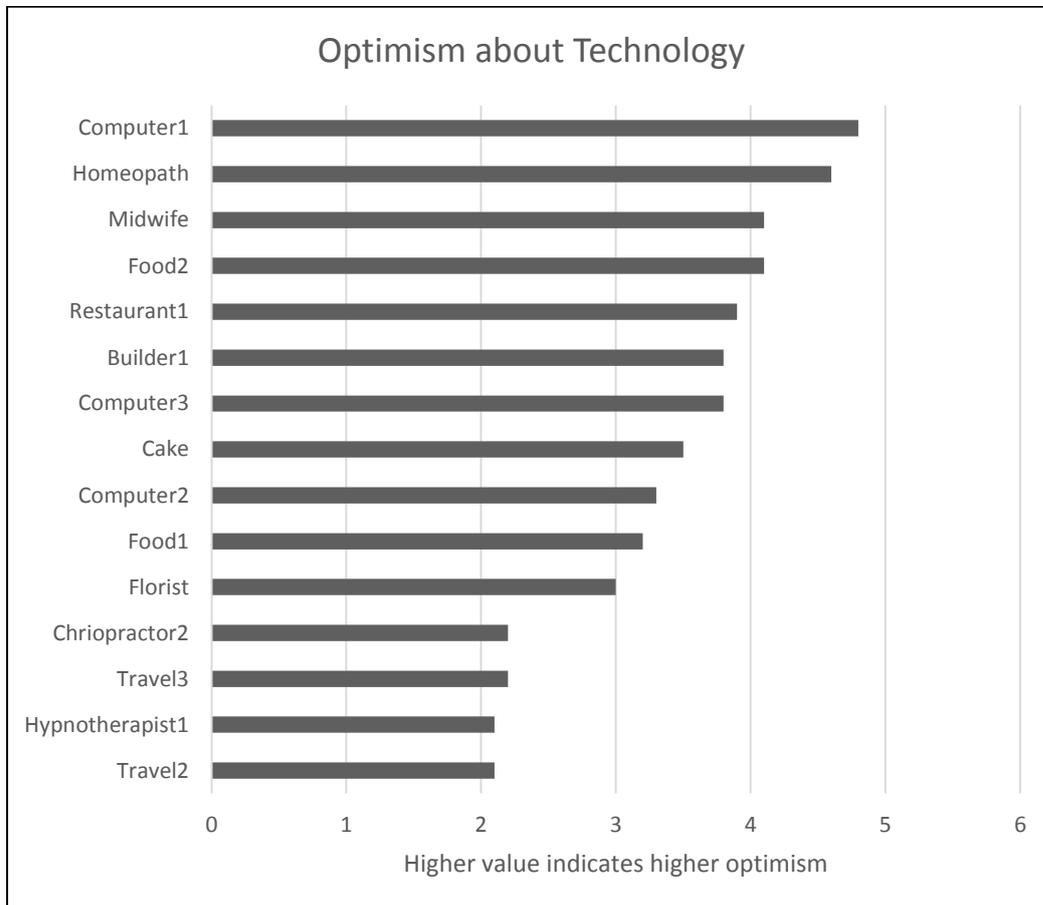
Figure 4.31 Optimism about Technology for select participants

Optimism seems to be a better predictor of Facebook adoption rather than an overall technology readiness score. For the sake of simplicity, it is assumed that all participants having scores above three are generally optimistic about using technology. This assumption helps to establish that all the participants who have scored above three are generally using some form of Facebook rather than the others who are not using it at all. For example, Midwife, Restaurant and Builder are still using Facebook but they are using their personal profile for business purposes. Overall, it seems that participants who are optimistic about technology will be able to use Facebook better than others.

The second sub-concept, innovative attitude about technology, does not seem to provide any consistent relation with successful participants. The individual scores are shown in Figure 4.32.
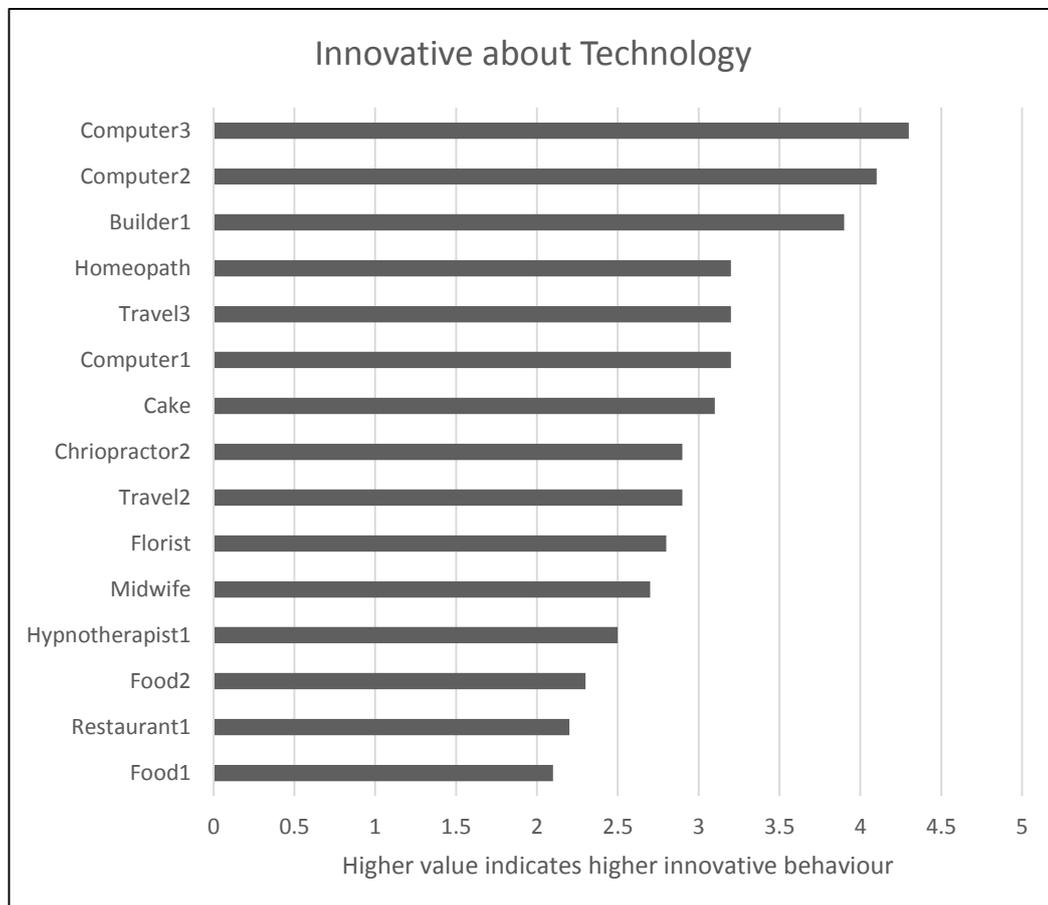
Figure 4.32 Innovative about technology of select participants

As consistent with the others, Computer seems to score high on all accounts However, there is substantial variation with tendency to be innovative with technology and Facebook use. If the same yardstick (as optimism) is applied (all scores above three are innovative about technology) then some consistency can be arrived with additional explanation. The presence of Travel3 in this category can be explained since she was specifically appointed for using Facebook as she personally used Facebook and was felt the most appropriate candidate in the business. Then it gets difficult to explain the Food, Midwife and Restaurant in that category (of not innovative about technology) since they are using Facebook for business purposes. Hence, innovative about technology (as consistent with the Krition Scale discussed in 4.2.2.1 p. 302) is not considered as a significant indicator of Facebook use.

The third measure, insecurity about technology, seems to provide some indication about Facebook use and characteristics of the participant. The scores of the selected participants are shown in Figure 4.33.
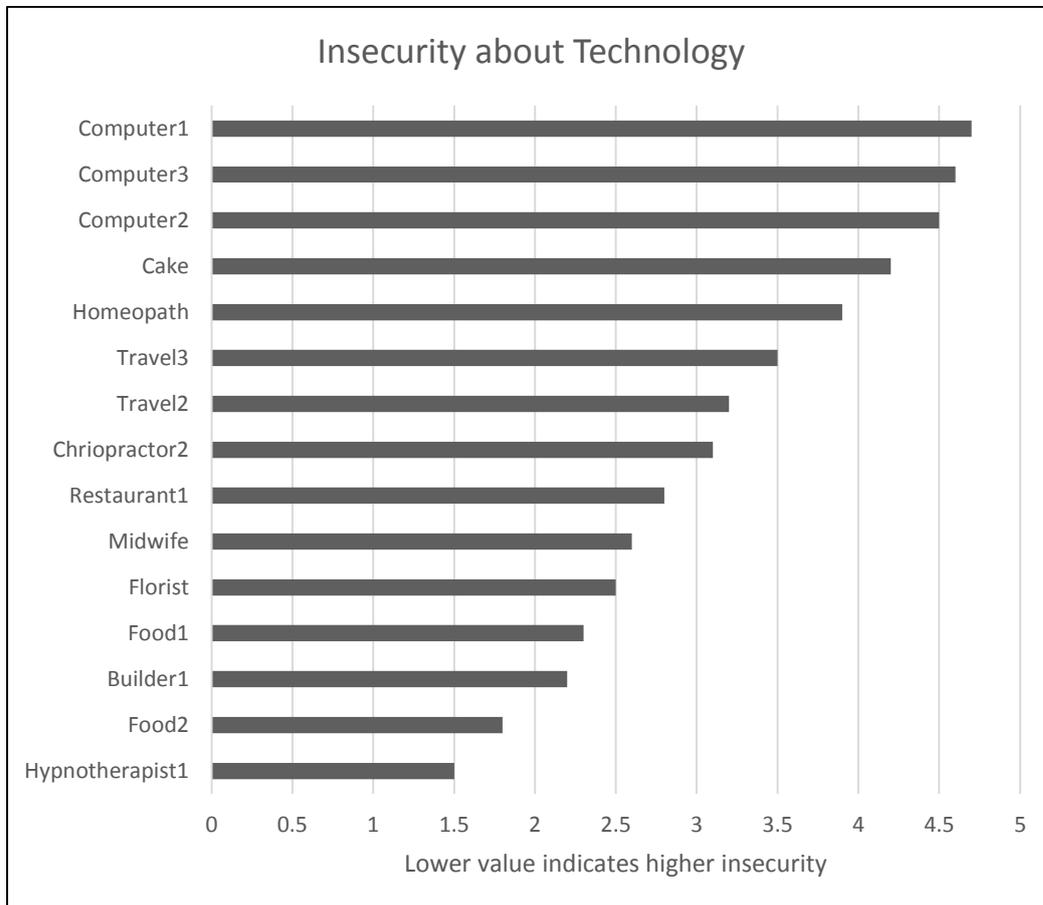
Figure 4.33 Insecurity about technology of select participants

As consistently seen above, Computer personnel have scored much higher on insecurity about technology indicating their greater level of comfort with technology. However, as again, in case of optimism Cake and Homeopath scores seem to show different results against what they portray in reality. They are generally people oriented, showing greater comfort with face-to-face interaction than with machines. Nevertheless, according to independent testing, it seems that they are equally comfortable with technology related products.

Finally, as shown in Figure 4.34, the scores about discomfort do not show consistent results, such that Computer again seems to have the least discomfort. For the others it seems that they have greater discomfort about technology than Food, Midwife and Builder but they keep using Facebook.
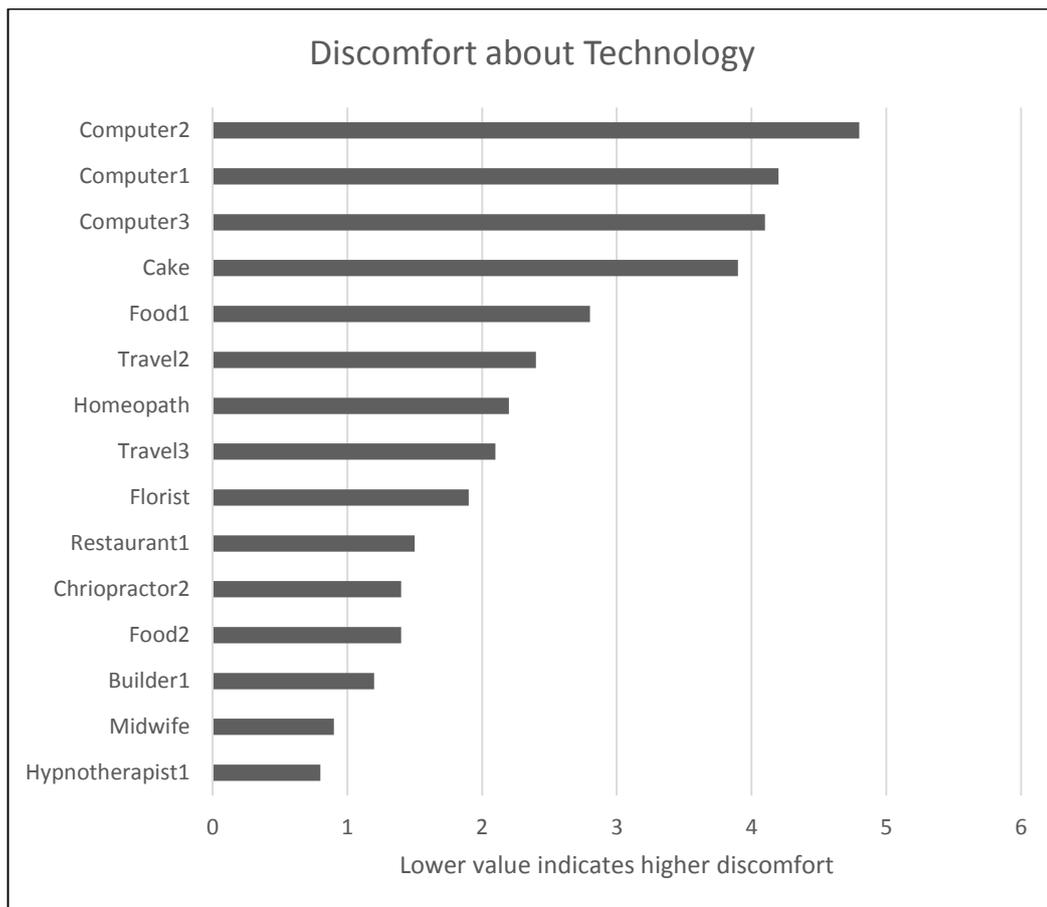
Figure 4.34 Discomfort about technology of select participants

Despite the inconsistency, it seems that the sub-concepts of the technology readiness score seems to provide some insight into the successful participants, such that successful participants seem to be optimistic and less insecure about technology.

4.2.2.3 Professionally qualified people seem to perform poorly on Facebook but this is debatable.

Professionally qualified people who have a higher level of education seem to perform poorly on Facebook compared to underqualified people operating simpler businesses. The purpose of this section is to examine the impact of the qualification on Facebook use. The participants were polled to find out their perception about the relationship between qualifications of the owner and Facebook use. The perception is shown in Figure 4.35.
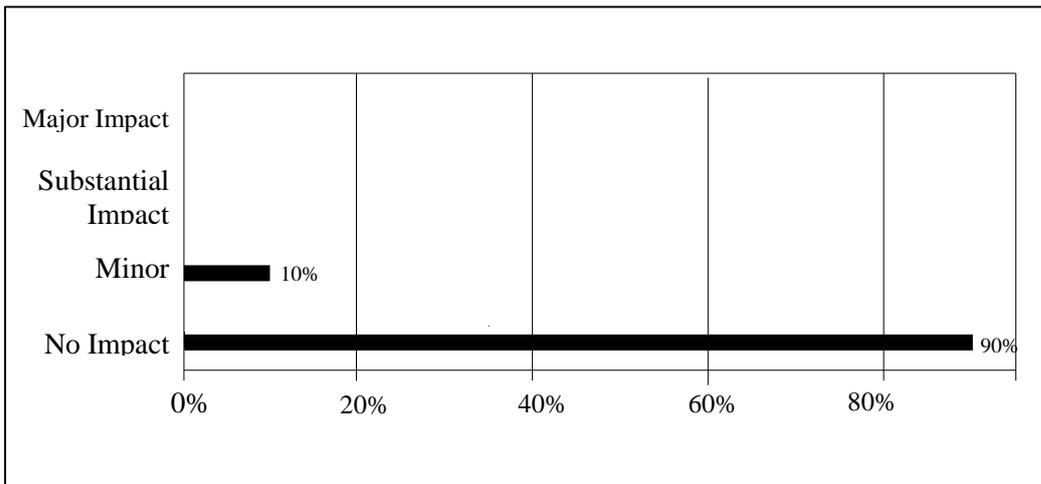
Figure 4.35 Impact of general qualification and Facebook use

However, the actual results seem to provide different results as shown in Figure 4.36.
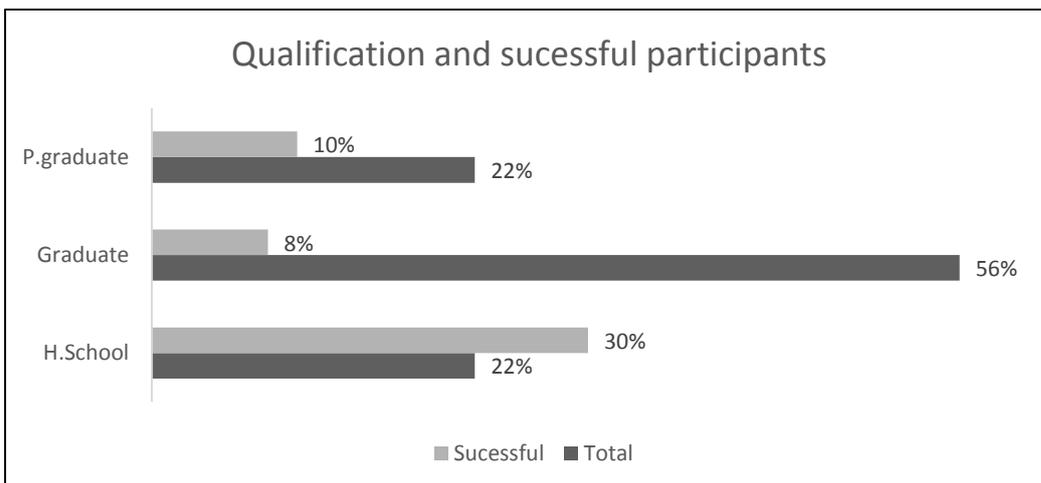
Figure 4.36 Participant distribution based on qualification and success

As expected, participants with a lower education seem to be more successful than the others, but this cannot be considered plausible since as shown later in type of business, professional services (who have higher qualification) seem to have limited use of Facebook than others. Other reasons which do not support this rationale have been cited in 4.3.1. Overall, professionally qualified people do perform poorly on Facebook but the qualification is not the real reason for this poor performance.

4.2.2.4 Age and experience have no relation with successful Facebook use.

Age of the microbusiness owner and experience in terms of number of years of operation of the business did not seem to have any relation with successful Facebook use. The purpose of this section is to reflect on the level of success and the corresponding age and experience of the microbusiness owner. For this, the distribution of action research participants as shown in Figure 3.4 page 172 are reflected upon to find any relation with the successful user. Mixed linkages are visible, such that participants in the middle age group (Cycle-1) were more successful than the older ones. However, Cake and Homeopath, who were in the older group, were also equally successful. Similarly, with experience, Homeopath and Food have less experience, but Cake and Computer have long experience thus not giving any specific direction or linkage. When the data from online participants is recruited, similar results with no specific conclusion could be arrived. Sometimes established businesses with owners in the higher age group performed much better than younger businesses. These inconsistent results seem to suggest that age and experience have no relation with successful Facebook use.

In summary, creative people who are non-conformist and thus overall adaptors are better at using Facebook than innovators. Participants who were optimistic and less insecure about technology seemed to better adopt Facebook. The data seems to suggest that the greater the qualification the lesser the use of Facebook. There could be no coherent relationship established between age, experience or gender with successful use of Facebook.

Based on these findings, the SRQ4 — What are the requisite traits of a successful social media microbusiness owner? — can be answered, such as owners who are adaptors, creative and non-conformist, optimistic and less insecure about technology can have a greater probability of success with Facebook. This answer supports the second part of the central research question: Why is social media adopted by microbusinesses?

4.2.2.5 Extroversion and emotional stability do not predict success on Facebook.

All microbusiness owners were found to be extrovert and emotionally stable and hence personality was not a useful indicator of Facebook success. The purpose of this section is to find out a specific personality type for a successful Facebook user. For this purpose, tests were conducted on random participants and results of the first test are shown in Figure 4.37.
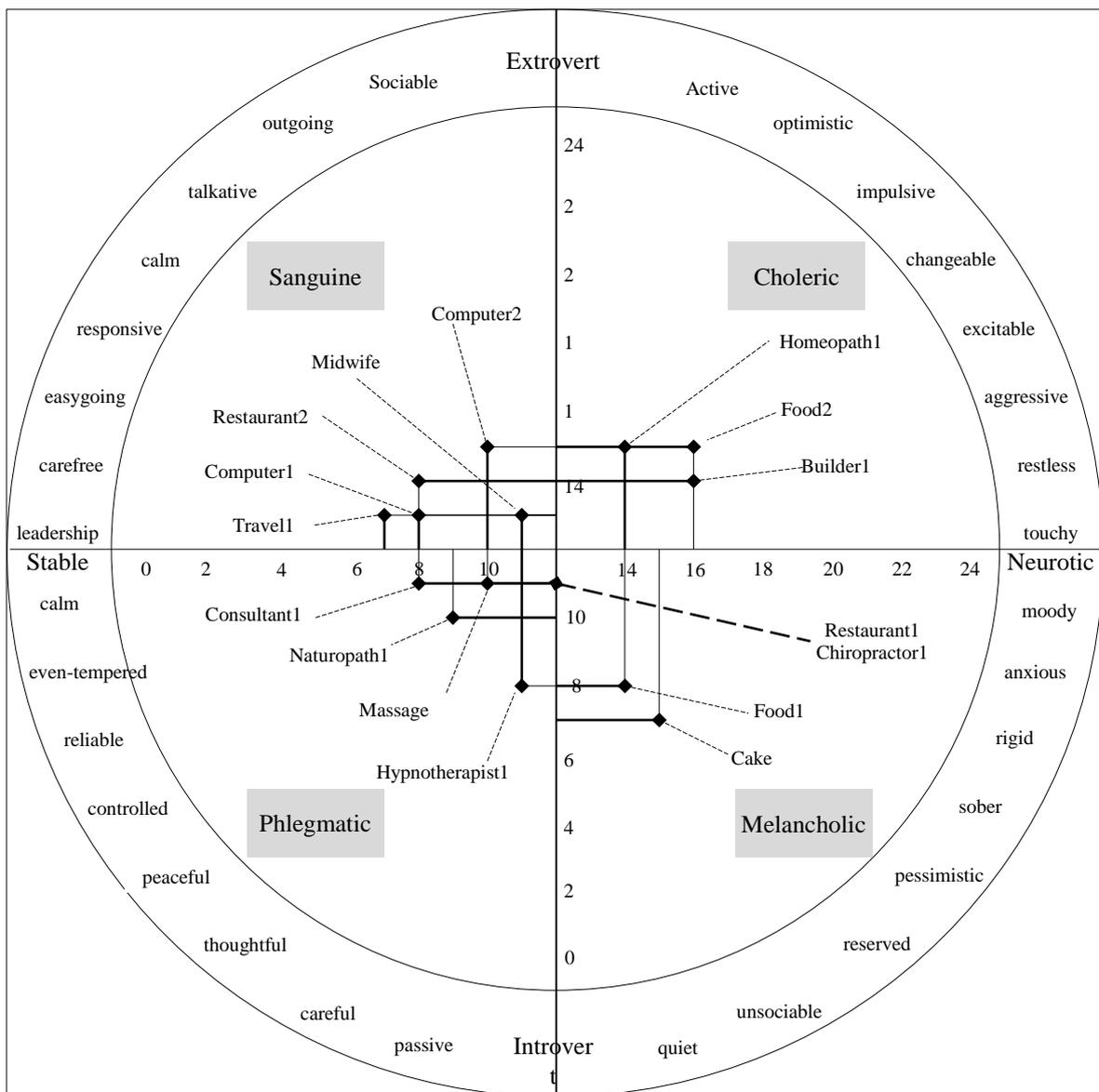
Figure 4.37 Personality of select participants using the Esynk personality test

As evident from the figure, a single conclusion cannot be derived from this test, such that Cake, which is successful, happens to be in the melancholic quadrant while the other successful participants, such as Computer, Food and Homeopath,

are in the sanguine and choleric quadrant on the extrovert side. Some unanimity about the result is that none of the successful ones belong to the phlegmatic type. Moreover, the most successful participants are in the extrovert quadrant. The results show the central tendency of the scores with little variations on the four sides of the quadrants.

Separate tests were conducted on other participants using the international personality test item pool, and extraversion or introversion results along with emotional stability results are shown in Figure 4.38.
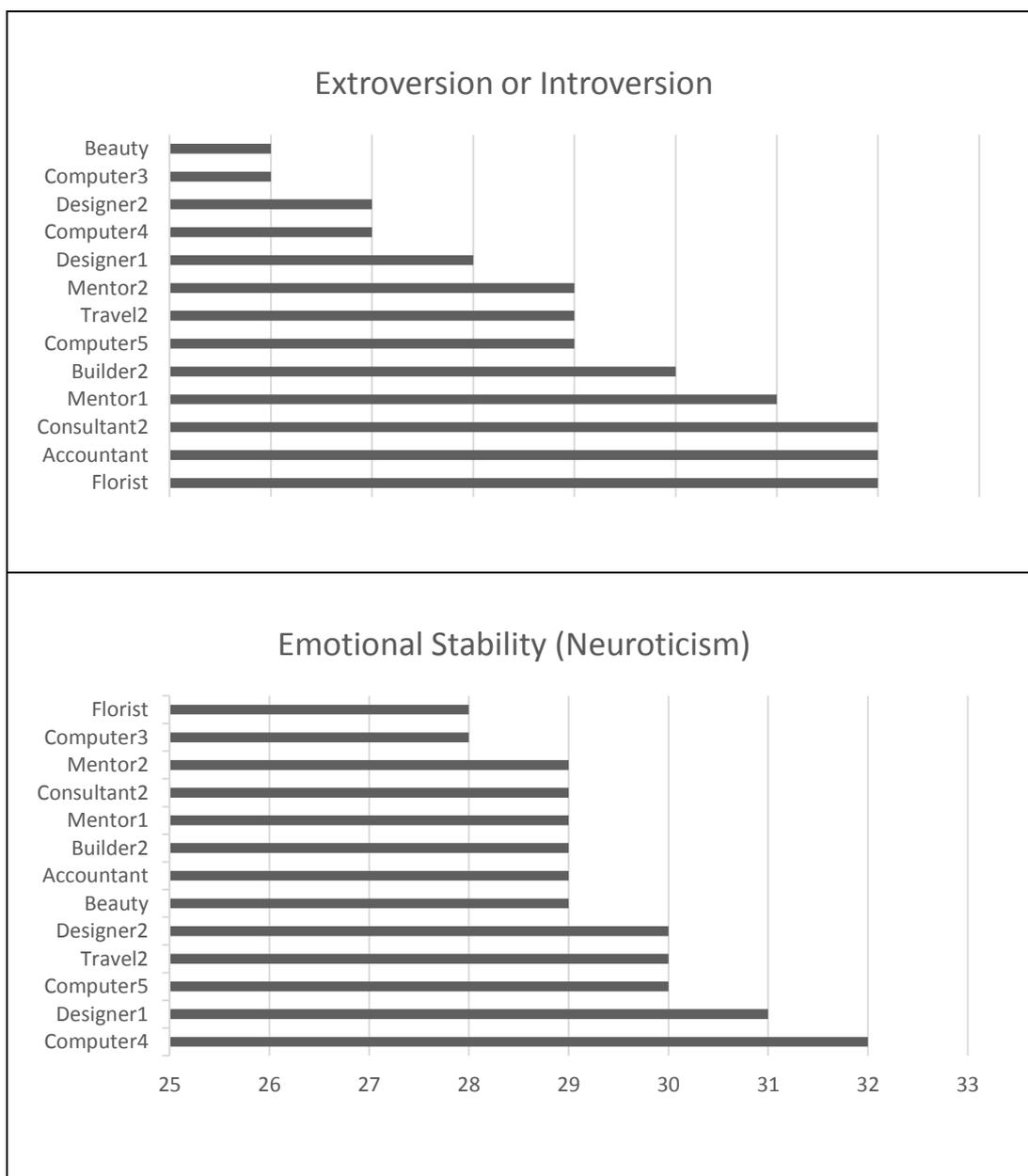
Figure 4.38 Extroversion and emotional stability scores of select participants

Even these results seem to be non-conclusive, such that all participants seem to be extrovert and emotionally stable. The other scores (Figure 4.39 below) about agreeableness or pleasantness, dependability and openness to experience associated with intellect and imagination provide no clue about any relationship between successful use of Facebook and personality of the owner. In fact, all the microbusiness owners displayed a similar base reading for the personality, which helped them to be classified as stable, extrovert people with high levels of agreeableness, dependability and openness to experience. The results seem to suggest those personality tests are not sensitive enough to detect differences between the personalities of a successful and unsuccessful Facebook user. On the other hand, it may also suggest that personality is not an individual variable, which is responsible for successful or unsuccessful Facebook use.

The microbusiness owners seem to have different opinion about the failure of the personality test to predict a personality type of a successful user. They suggested that to operate a business it is not possible for an owner to be introvert. They need to communicate with a number of people providing a number of services and for this purpose they need to speak their mind and get across to people what they expect. Therefore, a microbusiness owner under no circumstances can afford to be an introvert. Moreover, microbusiness owners cannot be emotionally unstable, such that they cannot afford to be moody, anxious, touchy or aggressive in a bad way since with these characteristics they cannot do business successfully. They have to get work done and deal with customers and such behaviour will surely put them out of business. Therefore, for them (microbusiness owners), it was not surprising that the scores centred on the centre of the four quadrants and that most microbusiness owners scored above normal on agreeableness or pleasantness, dependability and openness to experience. They felt that this type of personality was a natural requirement of the personality of a successful microbusiness owner.
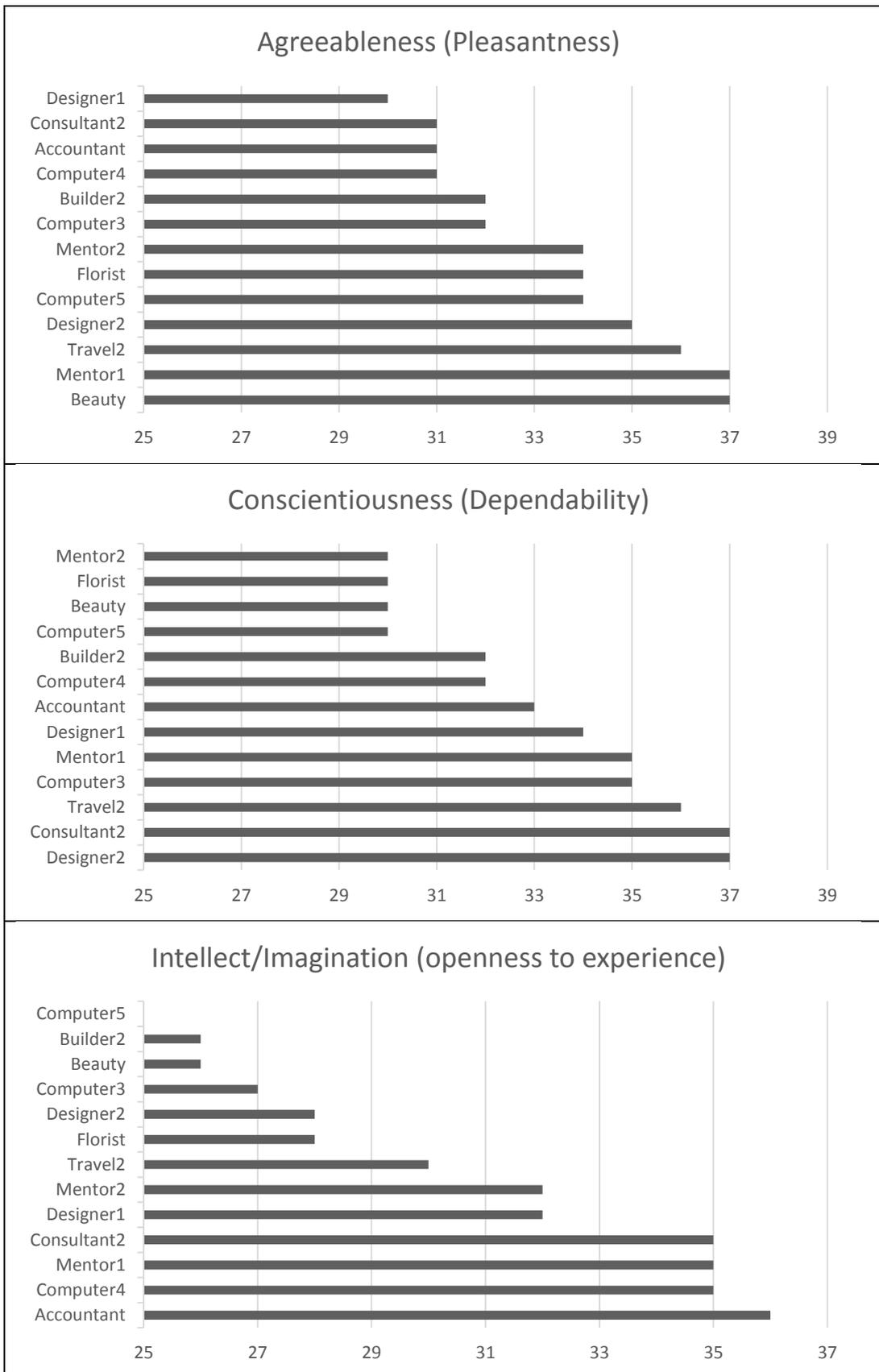
Figure 4.39 Score distribution of agreeableness, conscientiousness and intellect/imagination of select participants

The relationship with successful Facebook use could be other reasons beyond personality of the owner and that personality test may not serve as a right indicator of a successful Facebook user. However, they agreed that for a Facebook user to be successful he/she needs to probably have the following nine types of personality features: talkative, spontaneous, warm, flexible, reliable, uninhibited, relaxed, imaginative and creative. This was the perception of the successful and not so successful Facebook using microbusiness owners.

In summary, the personality test was not able to specify a successful personality type of microbusiness owner. Microbusiness owners tested to be extrovert and emotionally stable people with high scores on agreeableness, dependability and openness to experience. The owners themselves were not surprised with these results since they felt that it was a common requirement for doing business. They were able to comment on the needs of personality of a Facebook user, such that the user should be talkative, spontaneous, warm, flexible, reliable, uninhibited, relaxed, imaginative and creative.

4.2.2.6 Summary of findings about the traits of a successful Facebook user

The traits of a successful microbusiness Facebook user can be summarised as follows:

- ➢ Successful participants were adaptors who are creative and non-conformist in nature.
- ➢ Optimism and less insecurity about technology helped successful adoption.
- ➢ Professionally qualified people seem to perform poorly on Facebook but this is debatable.
- ➢ Age and experience have no relation with successful Facebook use.
- ➢ Extroversion and emotional stability do not predict success on Facebook. Qualities such as talkative, spontaneous, warm, flexible, reliable, uninhibited, imaginative and creative are considered as a requirement for Facebook.

The findings provide answers to the fourth sub research question: What are the requisite traits of a successful social media microbusiness owner? The traits, such as being adaptive, creative optimistic, talkative, spontaneous, warm, flexible, reliable, uninhibited and imaginative, can have a greater probability of success

with Facebook. This answer supports the second part of the central research question: Why is social media adopted by microbusinesses?

4.2.3 Context and mental mode challenges were dominant for Facebook adoption.

Context such as Facebook was not suitable for business, and maintaining a mental mode of Facebook use were the most dominant challenges which made the microbusinesses drop usage or continue using Facebook. The purpose of this section is to examine the challenges that hinder Facebook adoption. To achieve this purpose the conceptualisation of challenges is examined against empirical evidence (observation) and reconfirmed from the microbusinesses. All microbusinesses (including the ones that dropped out via exit interviews) confirmed that after adoption they felt that it was not useful for their business. This feeling arose since they felt their customers were probably not on Facebook (Travel), most business happens via referrals from a bigger business (Motor Garage) and their customers did not want to discuss their problems on Facebook (Dentist, Gynaecologist and Chiropractors). Most users who dropped out after the initial adoption faced the problem of 'business as usual' since they were operating at capacity and hence Facebook became a low priority. Maintaining a mental mode, such as remembering that they have to post on Facebook amongst various other tasks, plagued almost all the participants and this happens to be the top most reason after 'not useful for the business'.

All businesses agreed that the lack of knowledge and skill could be overcome through training, but continuing use is more dependent on the mental mode and suitability for the business. Investment of time was initially a problem with some of the participants but subsequently those who continued using sensed the advantage and devoted time to Facebook. All businesses agree that separate time has to be allocated for content updating on the page, which puts pressure on their resources, but this was made up through an increase in business by gaining new customers. Most businesses (besides Computer or Travel) lacked the necessary infrastructure, such as an internet-enabled computer, inside the shop and the others who operated from home offices had no internet access. However, this was

not a big problem as most of them could quickly provide such infrastructure hence this was not considered a major challenge.

The findings provide answers to the fifth sub research question: What are the challenges that may hinder social media adoption? Context related challenges and maintaining a mental mode was the most dominant challenge for microbusinesses. This answer helps in explaining the central research question: Why is social media adopted by microbusinesses? Or rather, why may it not be adopted or dropped after adoption?

4.3 Organisation Specific Factors Impacted Facebook Acceptance, Use and Incorporation

Organisation specific reasons, such as type of microbusiness, the level of relationship marketing and task, and organisational activities, seem to impact Facebook adoption. Each organisational factor has either a direct or indirect relationship with Facebook, sometimes impacting the nature of use and in other times the degree of use. The purpose of this section is to examine the impact of three organisational factors on Facebook use. To achieve this purpose, the examination attempts to provide answers to the central research question: Why is social media adopted by microbusinesses? with the help of three sub research questions as follows:

> ➤ SRQ6 How does type of business influence the social media adoption success? (4.3.1)
> ➤ SRQ7 What is the significance of existing customer relationship practices on social media adoption? (4.3.2)
> ➤ SRQ8 What activities are present in successful social media adoption? (4.3.3)

Each sub-research question is allocated a sub-section and each sub-section ends with a summary which attempts to succinctly and concisely answer the research question along with summarising the main findings in relation with the conceptual framework.

4.3.1 Tangible dominant business having low interaction, contact customisation and judgement more successful on Facebook.

Microbusinesses that were tangible dominant had low cosmetic interaction with their customers, low contact, less customisation and extent of judgement, such as service shops, were more successful in using Facebook. This does not mean that professional service businesses, which were intangible dominant, had high customer interaction, contact customer and require high judgement in service delivery would not be successful or would not have utility of Facebook but they may find it harder to attract and maintain interaction on Facebook. The purpose of this section is to investigate the impact of type of business on Facebook adoption and speculate with the microbusinesses for the probable reasons of the

relationship between type of business and Facebook use. To achieve this purpose, the type of service business and Facebook use is examined as follows:

➢ The degree of intangibility is examined in terms of tangible and intangible dominant businesses, market positioning, and tangible and intangible action (4.3.1.1).

➢ The degree of interaction is examined in terms of mechanical, task and personal interactive types (4.3.1.2).

➢ The level of contact in terms of physical or non-physical, high or low and active or passive contact (4.3.1.3).

➢ The impact of high or low customisation (4.3.1.4).

➢ Extent of judgement exercised in terms of high moderate and low along with sales channel in terms of click and mortar and customer premises (4.3.1.5).

➢ The difference in use between professional services and service shops (4.3.1.6).

➢ Finally, a summary of the finding associated with business type and Facebook use (4.3.1.7).

4.3.1.1 The greater the degree of intangibility the lesser the use of Facebook.

The degree of intangibility seems to have an inverse relationship with the use of Facebook. Microbusinesses, which were tangible dominant in their offerings, had better success with Facebook than the ones which were intangible dominant. The degree of intangibility was determined in terms of the following criteria:

➢ The ensemble of products and services

➢ Market positioning – evidence or image

➢ Tangible or intangible actions

The three criteria gave insight about the relation between use of Facebook and the probability of success in its use. The businesses, which had greater focus on physical products, such as retail businesses (tangible dominant), had greater success with Facebook than businesses with service focus, such as Dentist. It cannot be denied that both types are an ensemble of products and services, but the tangible dominant ones found better use of Facebook than the non-tangible dominant. The overall distribution of Facebook success of all the participants is shown in Figure 4.40. Despite having an almost equal distribution of tangible and intangible dominant participants, the success rate of intangible dominant was much lower than tangible dominant. The specific purpose of performing Cycle 2 of the action research was to verify this claim by purposefully selecting intangible

dominant participants. However, the difference is not to be understood as that Facebook is unsuitable for intangible dominant businesses.
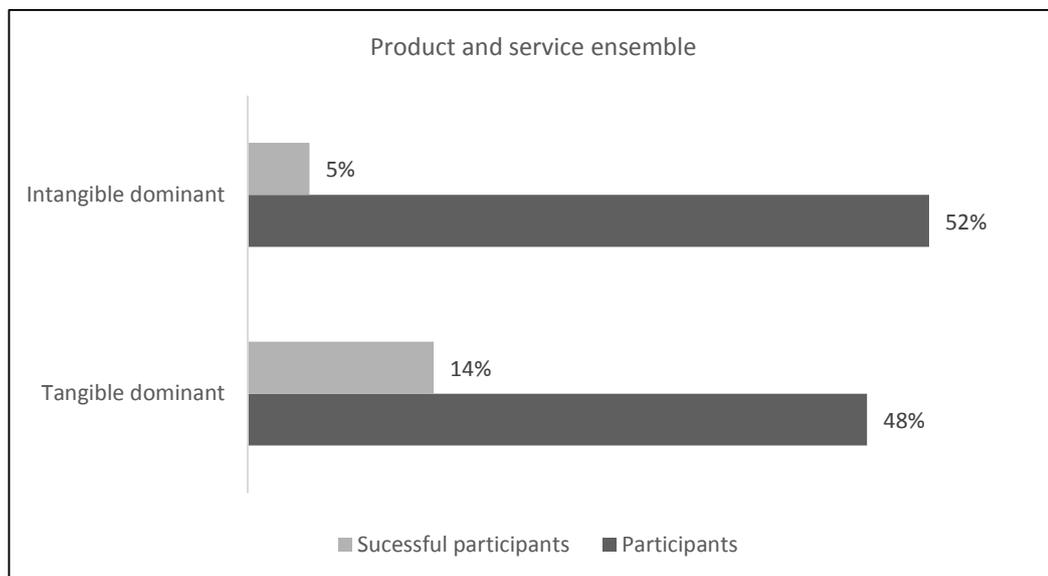
Figure 4.40 Relationship between degree of intangibility and successful use of Facebook

The results just try to state that the performance and utility of Facebook will be greater for tangible dominant businesses than intangible dominant. The negligible success of the intangible dominant suggests the greater difficulty of this type of business in using Facebook. Even with the online participants, intangible dominant participants were less in numbers than the tangible dominant participants were. Nevertheless successful intangible dominant participants also had phenomenal success on Facebook, such that the online participant Midwife had the highest amount of interaction compared to all other businesses. Each post of the Midwife carried more than 250 'likes', where the Dentist though having regular posts carried almost no likes. Even with a Midwife a tangible product (baby) is created and hence it comes somewhere in between a tangible and intangible dominant business. The differences in Facebook success with relation to tangible and intangible dominant business type was speculated by the participants with the following three reasons:

➢ Tangible dominant businesses have a dominant physical product which can be easily displayed through videos and photos. They are more general in nature and widely accepted and need no special knowledge in understand and use.

➢ Tangible dominant businesses can make and release deals on Facebook quite easily compared to the intangible dominant businesses

> ➢ Tangible dominant businesses are required by the customer on repeated basis and hence a relationship is established between the business and the customer.

In the microbusiness context, tangible dominant businesses were more successful in Facebook use than intangible dominant businesses.

Businesses which had a market positioning weighted towards evidence were more highly successful than businesses weighted towards image. Businesses such as Accountant, Beauty, Naturopath, Mentor and Consultant were considered to be weighted towards image while the others were weighted towards evidence. The distribution of the participants based on this taxonomy is shown in Figure 4.41.
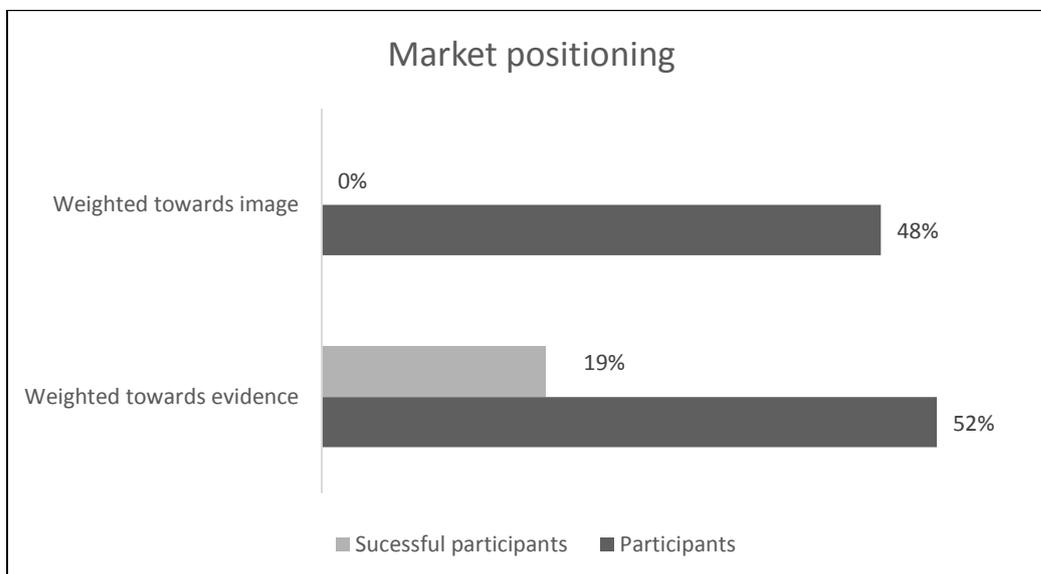
Figure 4.41 Relationship between market positioning and successful use of Facebook

There were good examples of success from online observation of businesses. Naturopath and Beauty, Mentors, and Consultants (action research participants) did not do well on Facebook. The microbusinesses speculated about this trend in association with the limited manoeuvrability these businesses have in terms of customer confidentiality and privacy requirements. They are unable to post customer related posts (such as the Financial Consultant saying that so-and-so gained X amount of return from this investment (testimonial), or the Mentor saying that this business benefitted X amount from a specific decision based on mentorship). This limitation makes them use an alibi or pseudo form of

advertising on Facebook, which has limited appeal. Overall businesses weighted towards evidence were more successful than the ones weighted towards image.

Businesses which performed intangible actions directed at people's minds were highly successful compared to the others in this category. This relationship is displayed in Figure 4.42.
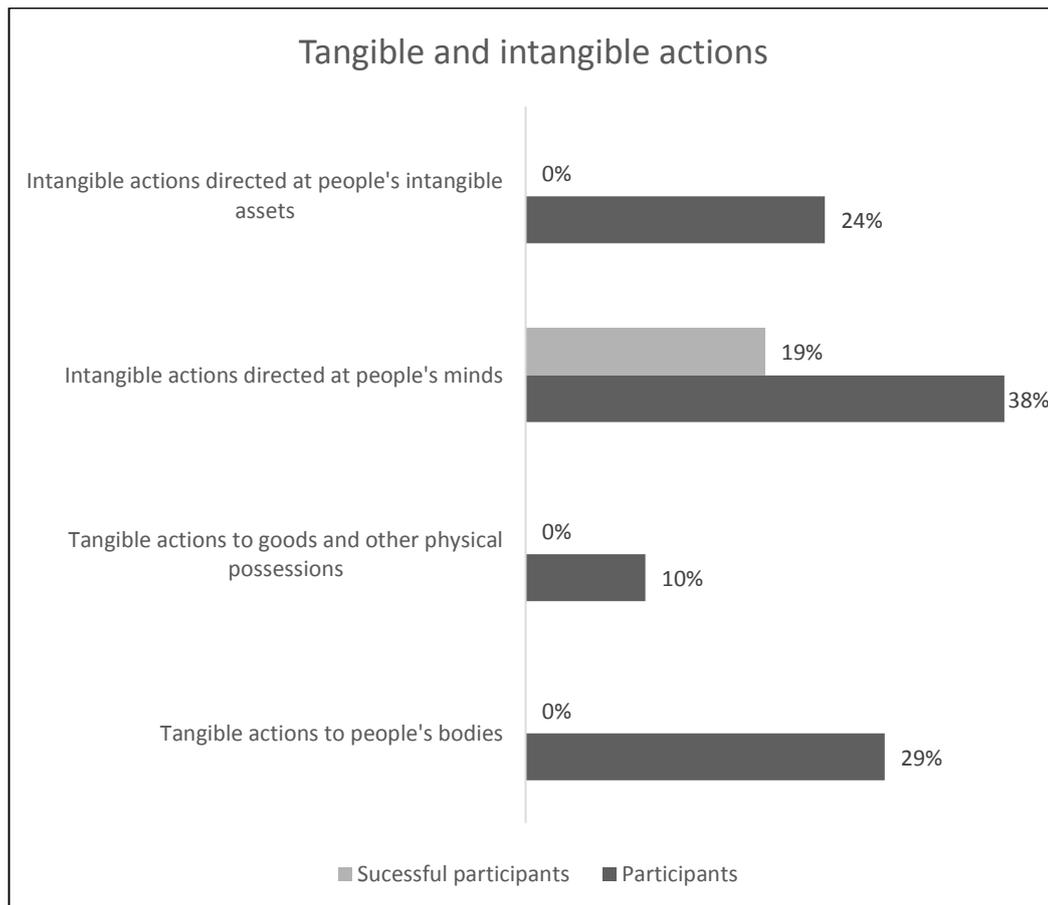
Figure 4.42 Relationship between tangible actions and successful use of Facebook

Each category can be explained with an example as follows:

➢ Intangible action directed at people's intangible assets	➢ Business mentor
➢ Intangible action directed at people's mind	➢ Food
➢ Tangible action to goods and other physical possessions	➢ Builder
➢ Tangible actions to people's bodies	➢ Chiropractor

Food, Homeopath or Cake can be classified as 'intangible action directed at people's mind' because its products and services after consumption satisfy their customer's mind. This category comprised of all the successful participants; however, with this category 50% of participants were partially successful in using Facebook. Therefore, it cannot be assumed that Facebook is most suitable for businesses that deliver services, which are intangible actions, directed at the customer's mind, but the probability of success is higher than others are.

A new category within intangible actions directed at people's bodies and minds arose during discussion with the participants. Some of the participants opined that businesses that have services about joy and celebration (Midwife, Food and Cake) would have more probability of success than services that deal directly with the body or pain (Chiropractor or Dentist). Accordingly, it was felt that within the degree of tangibility, attributes of intangibility in terms of pain or enjoyment and celebration seem to have a relationship with Facebook use.

4.3.1.2 The greater the degree of interaction between the customer and the business the lesser the success in use of Facebook.

There was an indirect relationship between the degree of interaction and success in the use of Facebook, such that the greater the degree of interaction between the customer and the business the lesser the success in use of Facebook. The degree of interaction means the interaction required by the business for delivering the product/service. For example, selling foodstuffs across the counter would require less interaction than a chiropractic service. The participating businesses were classified using the degree of interaction variable as shown in Table 4.16 in three categories: (a) Maintenance interactive (b) Task interactive and, (c) Personal interactive.

Table 4.16 Relation between degree of interaction and Facebook success

Interaction type	Maintenance- Interactive			Task-Interactive			Personal Interactive		
	A[1]	P[2]	M[3]	A[1]	P[2]	M[3]	A[1]	P[2]	M[3]
User-Type[4]									
Exemplary user	33	17	25	0	26	13	11	25	18
Good user	33	33	33	7	26	16	0	0	0
Standard user	0	50	25	7	47	27	0	50	25
Failed user	33	0	17	87	0	43	89	25	57

Note: 1 = Percentage of action research participants.
2 = Percentage of online participant observation participants.
3 = Mean percentage
4= Perception of the researcher based on observation of updates, responses and customer gain

It was found that most successful users belonged to the maintenance interactive type of businesses. Amongst the task interactive type, some were successful and a few were successful in the personal interactive type. Most failed businesses belonged to the personal interactive type followed by task interactive type of business.

The distribution of the participants and emerging trends from Table 4.16 is better explained by considering each aspect overall and at its ground detail. For this purpose, the almost even distribution of participants between action research and online participants is displayed in Figure 4.43.
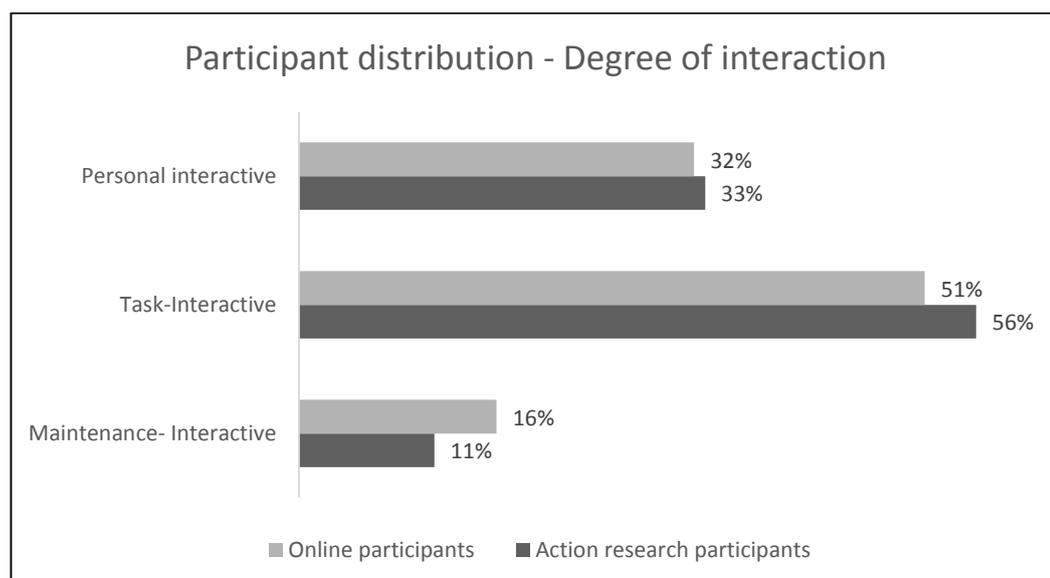
Figure 4.43 Distribution of participants based on degree on interaction

However, the chart also shows the uneven distribution of participants between the three types of interaction, such that almost 50% of participants were located in the task interactive type followed by personal interactive. Ideally speaking, most successful types would then appear from task interactive type followed by personal type, but analysis at the detailed level using further classification of success revealed a different situation.

The maintenance interactive types are the dominant successful participants in Facebook use despite their lesser number over the other types. This is shown in Figure 4.44 wherein the most successful participant happened to be from the maintenance interactive type both for action research and for online participants. The task interactive type also had a one hundred percent success rate with the online participants, but the task interactive action research participants performed quite poorly against their online counterparts.
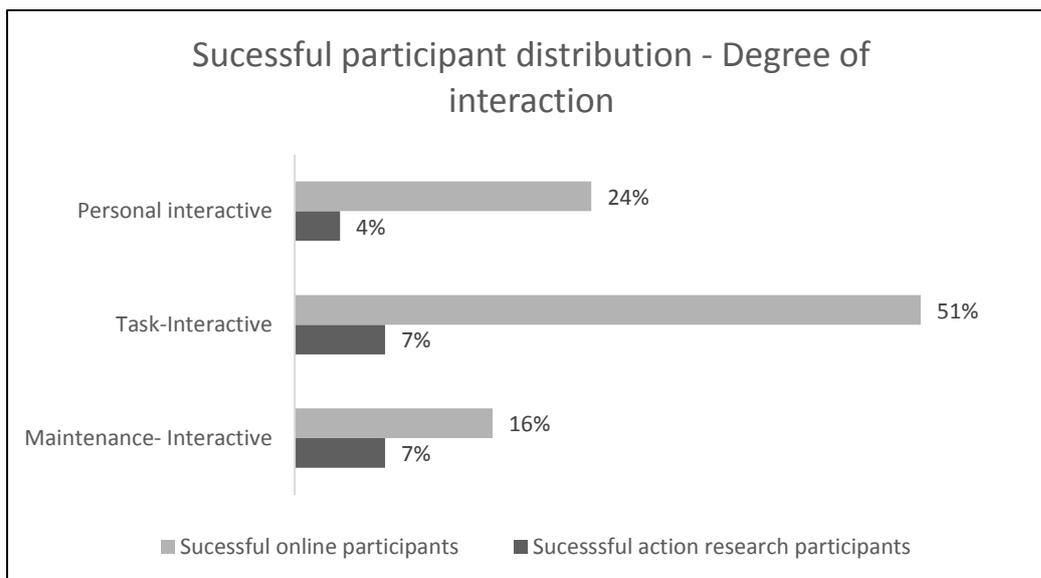
Figure 4.44 Successful distribution of participants based on degree on interaction

Similarly, the personal interactive type showed a moderate success rate for the online participants but quite poor success rate for the action research counterparts. Despite the mixed results, the trend shows that maintenance-interactive type have greater probability of success followed by task interactive and finally personal interactive type. A closer look at each type of interaction and the nature of success reveals a better picture as shown in Figure 4.45 for the maintenance interactive type.
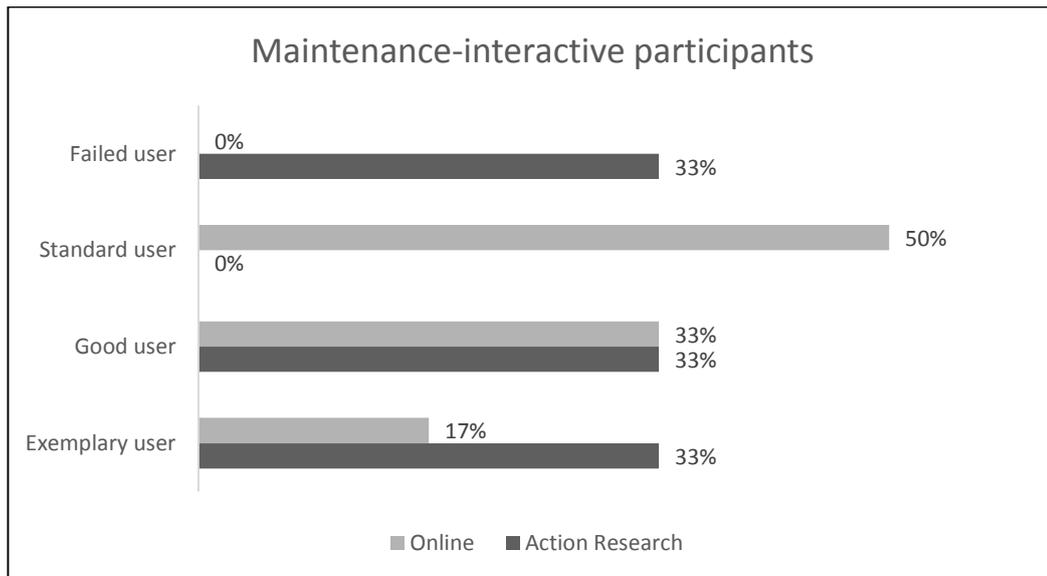
Figure 4.45 Nature of success within the maintenance-interactive type of participants

The action research participants had an almost equal distribution between exemplary user, good user and failed user. Higher weightage is given to exemplary user and good user showing that in this category a large percentage of users are in the good and exemplary category. This is followed by the task interactive type as shown in Figure 4.46 wherein the good and exemplary user are existent but not in large number as compared to the maintenance interactive type.
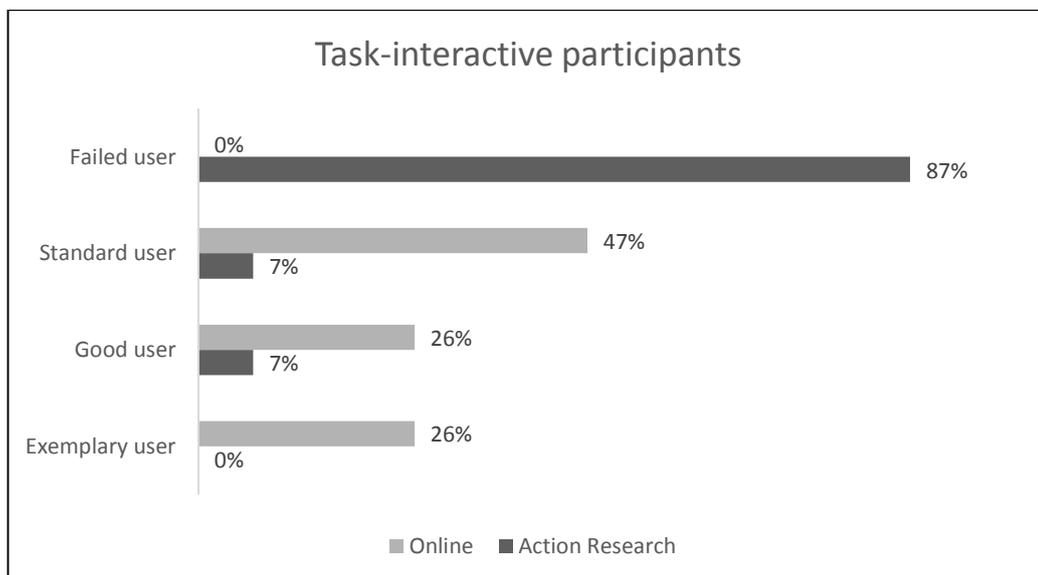
Figure 4.46 Nature of success within the task-interactive type of participants

Subsequently as shown in Figure 4.47 the good and the exemplary user type are even less than the maintenance and task interactive type.
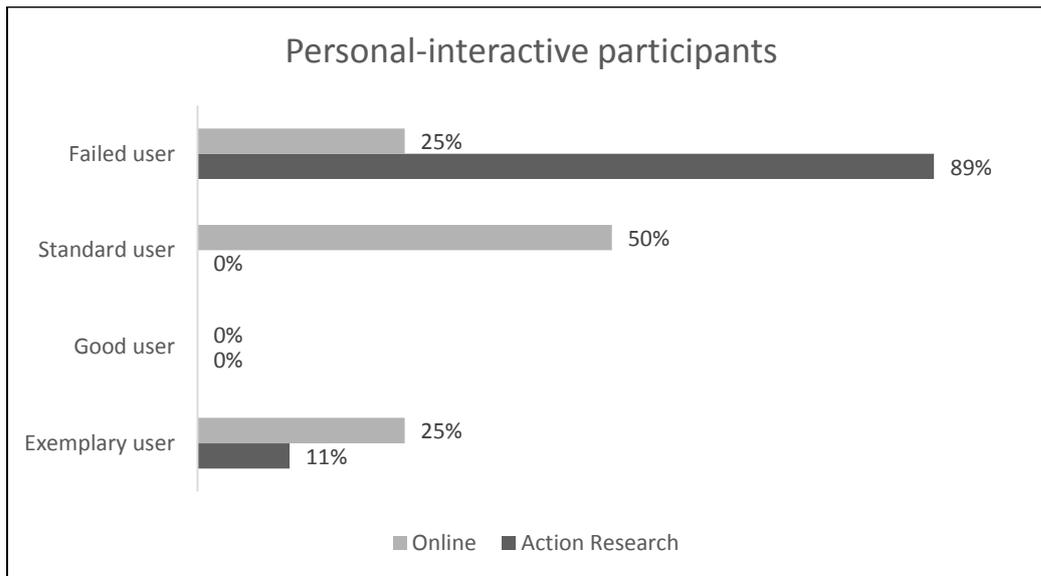
Figure 4.47 Nature of success within the personal-interactive type of participants

It is to be noted that in all three cases (maintenance, task and personal interactive participants) a large population of standard user (almost 50%) exists in the online who have been selected simply for comparative observation. If this part of standard user is removed, the results are further amplified to show the trend towards greater success of the maintenance followed by the task interactive type of participants.

The three types are differentiated using six personal interface variables as listed in Table 4.17.

Table 4.17 Personal interface variables signifying degree of interaction

Personal interface variables	Maintenance-Interactive[1]	Task-Interactive[2]	Personal Interactive[3]
Requirement of confidentiality	Low	Moderate	High
Time required for delivery of service	Low	Moderate	High
Feedback from customer	High	Moderate	Low
Customer's ability to choose alternative options	High	Moderate	Low
Customer's ability to evaluate services	High	Moderate	Low
Customer's knowledge about their requirements	High	Moderate	Low

Note:
1 = Computer, Restaurant & Food.
2 = Travel, Florist, Designer, Builder, Chiropractor1 & 2, Midwife, Massage, Cake & Beauty.
3 = Homeopath1, Mentor1&2, Consultant1&2, Naturopath1, Hypnotherapist1, Gynaecologist & Accountant.

The trend towards greater probability of success of maintenance interactive type over the other type seemed to find agreement with the microbusiness owners.

The six personal interface variables showed the following possible relationship to Facebook use agreed by the microbusiness owner.

- ➢ The greater the need for confidentiality in the interaction the lesser the probability of success with Facebook.
- ➢ Lesser the time required for delivery of service the greater the success with Facebook use.
- ➢ The higher the probability of receiving feedback from the customer the more prospect of Facebook use.
- ➢ The higher the ability of the customer to choose from competing alternative businesses the more possibility of Facebook success.
- ➢ A direct relation between customer's capability to evaluate the commodity and Facebook success.
- ➢ The greater the customer's knowledge about the commodity the more probability of interaction on Facebook.

Most participants agreed that businesses such as Chiropractors, Gynaecologist and Dentist or Business Mentors and Financial Consultant which have higher requirements of confidentiality with their customers have limited use of Facebook. Subsequently, this was related to the duration of time spent with the customer. Owners of this type of business will essentially have close face-to-face contact with their customers over elongated period due to the inherent nature of service delivery resulting in less requirement of contact through other methods. As usual, it is not to suggest that other microbusiness owners do not have contact with their customers, but in comparative terms, the personal-interactive business will have higher contact than the others will. Higher face-to-face contact will result in feedback that will probably be transmitted using similar channels rather than other mediums. Customers normally patronise a single supplier in the personal interactive business type since once they develop the necessary confidence and comfort level with the business they will not shop around for alternatives. Hence, observing the business on Facebook or following other similar businesses in the locality may not be on the top of the list for the customer as they might have decided not to change suppliers.

The customer cannot directly evaluate the personal interactive services. They can evaluate the impact on their bodies, their business or personal finance. A comparative evaluation is usually impossible considering the privacy and

confidentiality issues. Consequently, besides venting frustration from dissatisfied customers they may not find any use for a discussion forum like Facebook. On the other hand, customers of the maintenance interactive type of business, such as Restaurant, Computer, Cake and Food, can easily evaluate the service of the business through comparison and would want to discuss options or leave a comment if suitably rewarded or delighted by the business. This gives the necessary fuel for Facebook correspondence and hence maintenance interactive types have more engagement and correspondence on Facebook than the other types. The customer's knowledge about the products and services is related to their capability to evaluate them. Greater the customer's knowledge greater will be their capability to evaluate and consequently greater the stimulus to correspond on Facebook.

4.3.1.3 Low contact services more successful than high contact service businesses.

Businesses having low contact with their customers seemed to be more successful in using Facebook than high contact businesses. The degree of contact was estimated based on three types of contact as follows:

- ➢ Physical or non-physical contact with customer
- ➢ Duration of contact
- ➢ Active or passive contact

Physical or non-physical contact can be confused with active or passive contact, which is clarified with the help of the example listed in the Table 4.18.

Table 4.18 Examples explaining the types of contact

Physical contact	Non-physical contact	High contact	Low contact	Active contact	Passive contact
Chiropractor	Florist	Beauty	Food	Homeopath	Travel

A Chiropractor physically needs to touch the customer to deliver the service, but a Florist requires no such physical contact. Beauty requires the customer to be present for a longer period in the delivery location for delivering the service. In comparison, it is the customer's prerogative whether they want to stay in and

browse all the products or just pick up what they need and depart. A Homeopath requires the attention of the customer by way of narrating the symptoms precisely, speculating on the causes and subsequent methods of treatment, including lifestyle changes and drug dosage. In contrast, extent of attention required is far less while undertaking or deciding on a Tour. Together businesses having non-physical contact, low duration of contact and passive contact are described as low contact businesses and the others as high contact businesses. Ironically, it is not necessary that all the businesses neatly fall into streamlined categories, such that though Homeopath is a non-physical contact and does not require a long duration of contact; it requires active contact rather than passive contact. For this lacuna, each type of contact is considered independently and compared with the success and failure in use of Facebook.

The duration of contact required for delivery of the service seems to have an inverse relationship with the probability of success on Facebook. This relationship is shown in Figure 4.48.
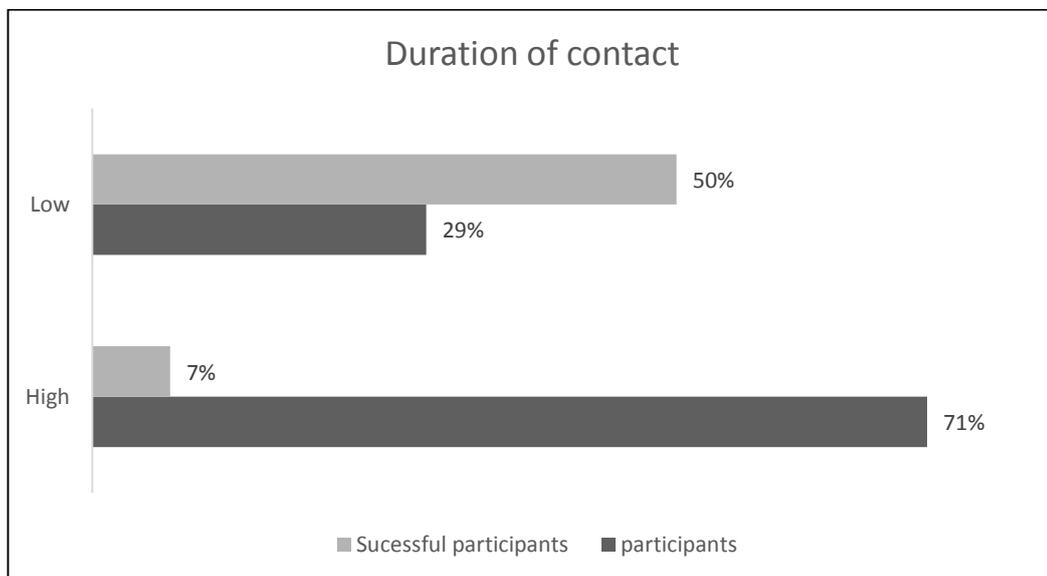
Figure 4.48 Participant distribution based on duration of contact

Since the researcher purposefully selected participants from the high contact segment in Cycle 2 of the action research cycle, the spread is not even between the high and low contact businesses. Despite being larger in number, their success rate is very poor compared to the low contact businesses. Within their small segment, almost 50% of the businesses were able to use Facebook successfully.

The non-physical contact type seems to be more successful than the physical contact type as shown in Figure 4.49.
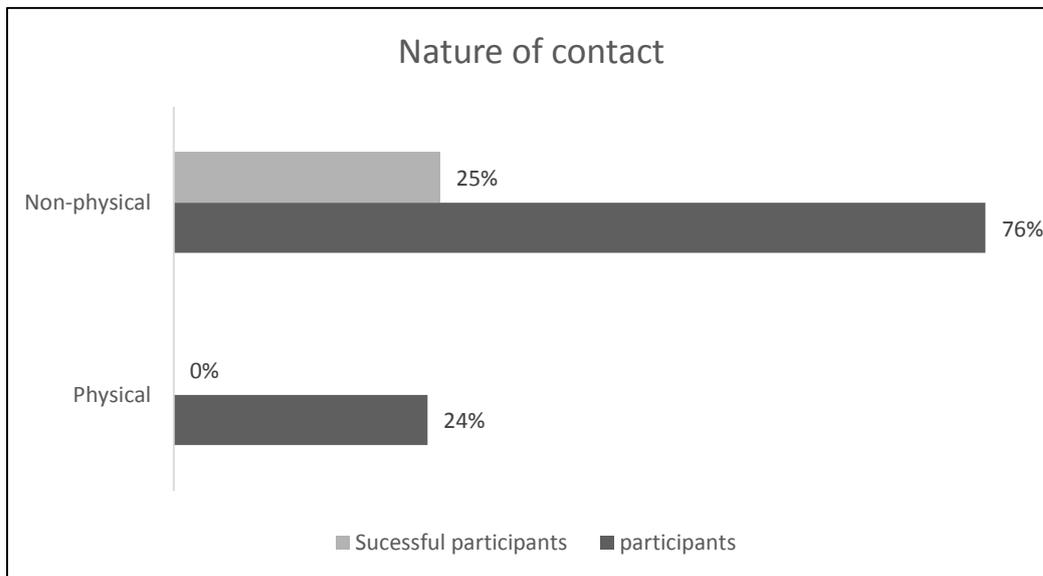
Figure 4.49 Participant distribution based on nature of contact

This distribution could be considered skewed towards non-physical contact type of business due to their presence in larger numbers. But this is not true; if the account of number of physical contact business (Gynaecologist and Dentist) which have discontinued the action research process is considered it will again shows an even distribution between the physical and non-physical businesses. This was even consistent with the online participants wherein it was quite difficult to locate microbusinesses of the physical contact type with a good presence on Facebook. Nevertheless, the trend still inclines towards non-physical contact businesses having a greater probability of successes compared physical contact business.

Active contact businesses seem to perform better than passive contact businesses in Facebook use as shown in Figure 4.50. This establishes that all low contact businesses (physical and duration of contact) are not necessarily passive contact businesses. Within the category of contact, active contact businesses seem to perform better on Facebook than passive contact businesses. The microbusiness owners had several explanations for the variations and trends in success and the degree of contact with the customer. Some owners speculated about this difference in use and success associated with the need for contact, such that high

contact businesses probably do not need other channels or mediums to contact their customers since this is probably done during (before/after) the delivery of the service.
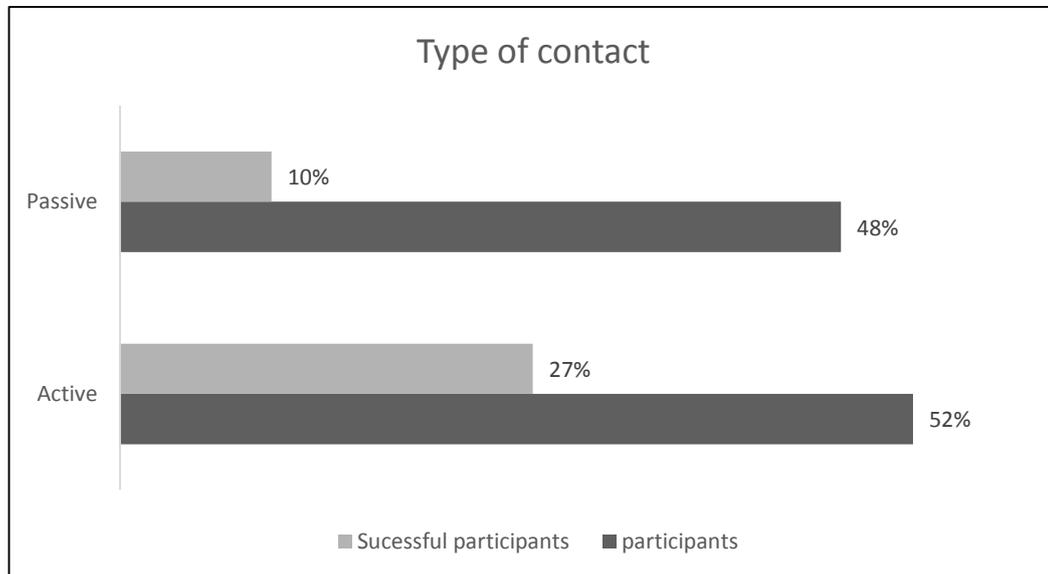
Figure 4.50 Participant distribution based on type of contact

In contrast, businesses having low contact during the service delivery process, set up mechanisms, such as Facebook, for extended communication with the customer. This explanation seems to be valid even for physical and non-physical contact businesses since higher duration of contact is normally associated with tangible action to the bodies of the customers. However, in terms of active and passive contact the roles are reversed, such that higher active contact required for service delivery also necessitates contact through other mediums, such as Facebook, for educating and providing inputs to the customer in association with their service.

In summary of this section, the general trend seems to indicate that businesses having a high duration of contact that is physical in nature seems to perform poorly on Facebook. Nevertheless, this is contingent on the demand of an active or passive contact, such that active contact businesses will outperform passive businesses in Facebook use.

4.3.1.4 The greater the degree of customisation the lesser the use of Facebook.

An inverse relationship existed between the degree of customisation and Facebook use, such that businesses which had a lower degree of customisation seemed to use Facebook much better than their counterparts. This relationship is shown in Figure 4.51.
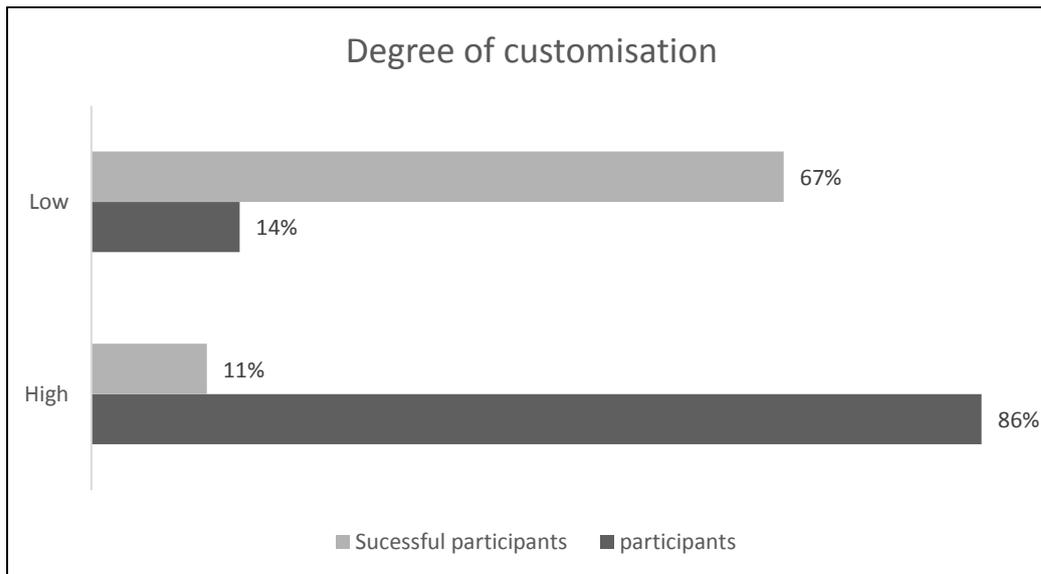
Figure 4.51 Participant distribution based on degree of customisation

Despite the skewed distribution in terms of participants, such as most participants are from the high degree of customisation category, the success rate of the participants in the low degree of customisation was very high. This indicates that degree of customisation has a negative relation with Facebook use. The microbusiness owners seemed to agree with this result as they voiced that with a higher degree of customisation; the interactions with the customer needs a more individualised personal channel rather than a medium like Facebook. Moreover, Facebook just serves as a medium of information and education, which would be essentially a one way communication with most feedback received through face-to-face communication.

Higher customisation also makes the customers able to relate less to all the communication made on Facebook since they might be just using a niche of the service. This makes them less likely to respond on Facebook. Finally, privacy and confidentiality requirements might make these customers not respond on Facebook even though they might review some of the material shared by the business.

Despite the probability of greater success of the low customisation business, high customisation did continue using Facebook since they suspected that lurking population may be high and interested in the content but not always interested to interact. Empirical evidence of such lurking population is abundant when businesses with a high degree of customisation post something personal such as childbirth by owner, which attract substantial likes and congratulatory comments. In short, a low degree of customisation might show visible success on the Facebook page in comparative terms with high customisation business, but the presence of lurking customers might justify Facebook use by high customisation business.

4.3.1.5 Extent of judgement and channel of service delivery impact Facebook use.

Extent of judgement in service delivery seems to influence negatively Facebook use, such that the higher the judgement the lower the Facebook use. The channel of service delivery seems to have a relation with Facebook use, such that businesses, which have click-and-mortar presence, have greater success than the others do. On the other hand, businesses, which delivered service at the customer premises, seemed to have a poor success with Facebook. The time required (duration) for delivering the service has been considered earlier (degree of interaction). Extent of judgement in service delivery is better explained through example, such that Food required very low judgement during service delivery, Beauty required moderate judgement during service delivery and Homeopath required high judgement during service delivery.

The distributions of participants based on extent of judgement required in service delivery and their subsequent use of Facebook is shown in Figure 4.52.
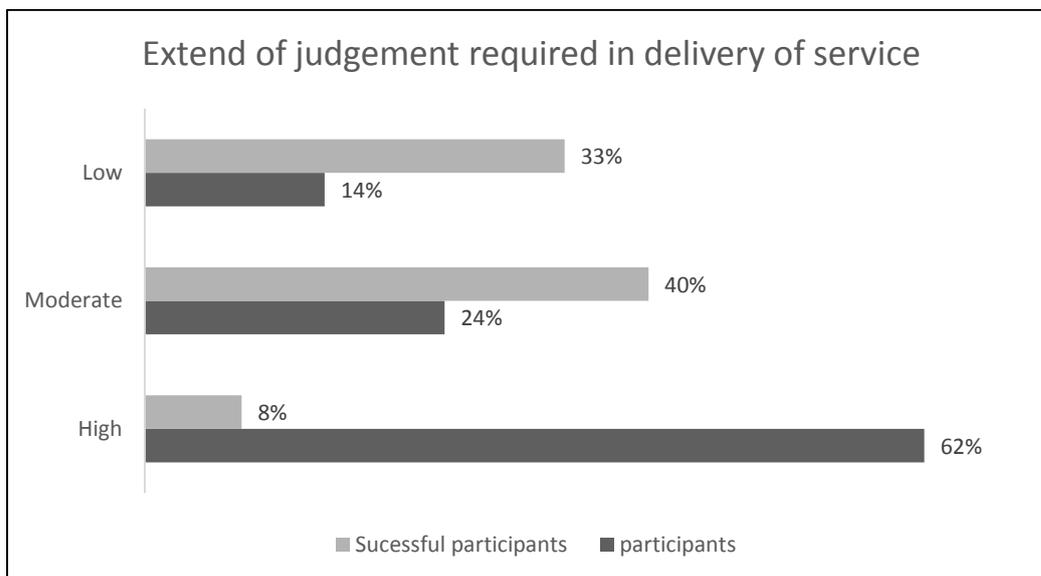
Figure 4.52 Participant distribution based on extend of judgement required in delivery of service

Despite the uneven distribution between the participants' businesses, which require low degree of judgement during the delivery of service, they show a tendency to perform better than businesses that require greater judgement during delivery of services. Microbusinesses opined that this would be related to the degree of customisation, contact and interaction.

Wherever customisation is higher (along with contact and interaction) judgement in delivery of service is the inherently natural requirement (not always). They felt that when the demand for judgement is lower, businesses could communicate (with little prejudice) on Facebook without the fear of disclosing confidential information or infringing on the privacy rights of their customers. Information shared on Facebook would be mostly general in nature which would appeal to a larger demographic of the society rather than specialised information. Customers would have little hesitation in sharing, commenting or 'liking' such information without actually sharing any specific confidential information of biases which they have towards any particular community, product or business.

The greater the degree of judgement required in delivering the service also required greater judgement when sharing information on Facebook. Such information needs to be ratified for accuracy since its efficacy may be directly linked to the well-being of the customers. Businesses needed to be extra careful about what they share or speak about on Facebook since wrong advice might damage their reputation and may affect the customer adversely. In short, businesses requiring lesser judgement in service delivery can communicate easily on Facebook without the fear of rebuttal and consequently this fosters greater interaction.

Businesses having click-and-mortar presence had much greater success than other channels of service delivery. All businesses predominantly had a brick and mortar presence since this was one of the choosing criteria it did not serve as a differentiator. Nevertheless, services at the customer's premises and click-and-mortar presence was subsequently recognised as differentiators which might affect Facebook use. The distribution of the participants based on channel of service delivery is shown in Figure 4.53.
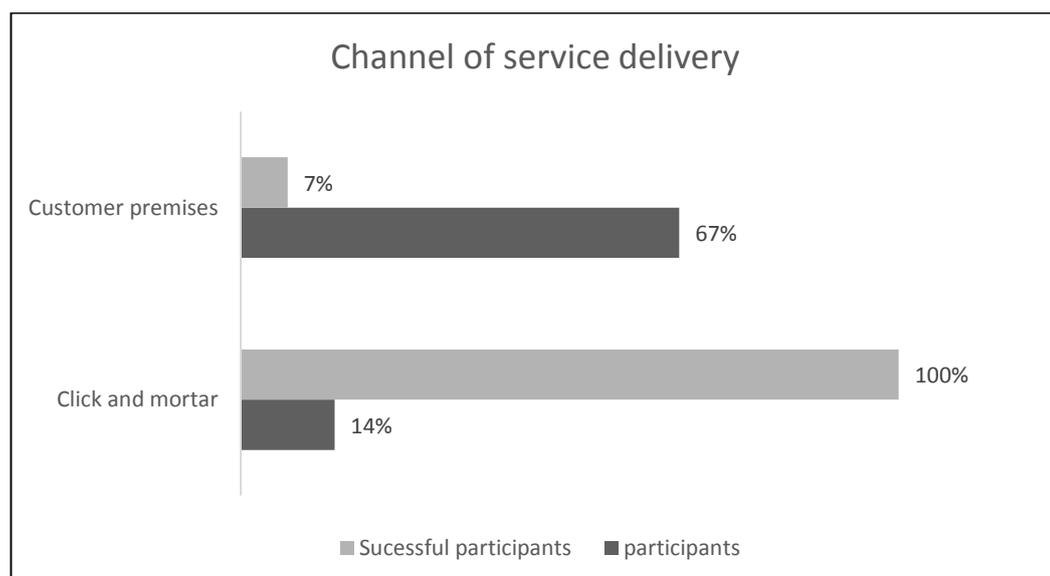
Figure 4.53 Distribution of participants based on channel of service delivery

All the businesses which had click-and-mortar presence were successful in using Facebook. This overwhelming result seems to suggest that businesses which are more online ready with e-commerce website will be readily able to use Facebook to their advantage compared to their counterparts. Singularly, click-and-mortar presence seems to be the single most definite indicator of successful Facebook adoption, which was consistent even with online participants. Most participants suggested that since businesses were already using the website to perform sales transactions they were probably more used to corresponding with their customers online (non-face-to-face) and hence were more comfortable in using Facebook. Others suggested that it was a natural way to draw attention to sales and other deals on their website thus acting as an advertising arm of the website. In fact, some participants were so impressed by these functions of Facebook (and motivated by similar businesses) that they wanted to establish e-commerce websites for their business.

Empirical evidence, however, does not support this notion of Facebook acting as an advertising arm of the e-commerce website. The most exemplar users of Facebook in fact did not refer to their website, conducted natural conversation with the customers using the rich media in terms of photos and videos. It could be that they were used to communicating with their customers (non face-to-face) but almost in all certainty simply posting links from the ecommerce website did not result in their exemplar use. Hence, despite the overwhelming success of the click-and-mortar businesses, substantial evidence from the online participants seems to suggest that this might not be the true reason for their exemplar use.

On the other hand, businesses which rendered services at the customer's premises almost unanimously did not perform well on Facebook. Even some of them who did perform well by delivering service at the customer's premises did this through Skype video chatting and hence was essentially reaching the customer electronically. Most microbusinesses voiced that they did not see much use of microbusinesses such as lawn mowing (delivered at customer premises) (not a part of this study) on Facebook. In summary, the method of service delivery and sales channel seems to impact Facebook use.

4.3.1.6 Service shops more successful than professional services in Facebook use.

Service shops seem to make better use of Facebook than professional services indicating a trend which was consistent with online participants. Based on intangibility, interaction, contact, customisation and service delivery, the participants were classified as professional services or service shops. The distribution is shown in Figure 4.54.
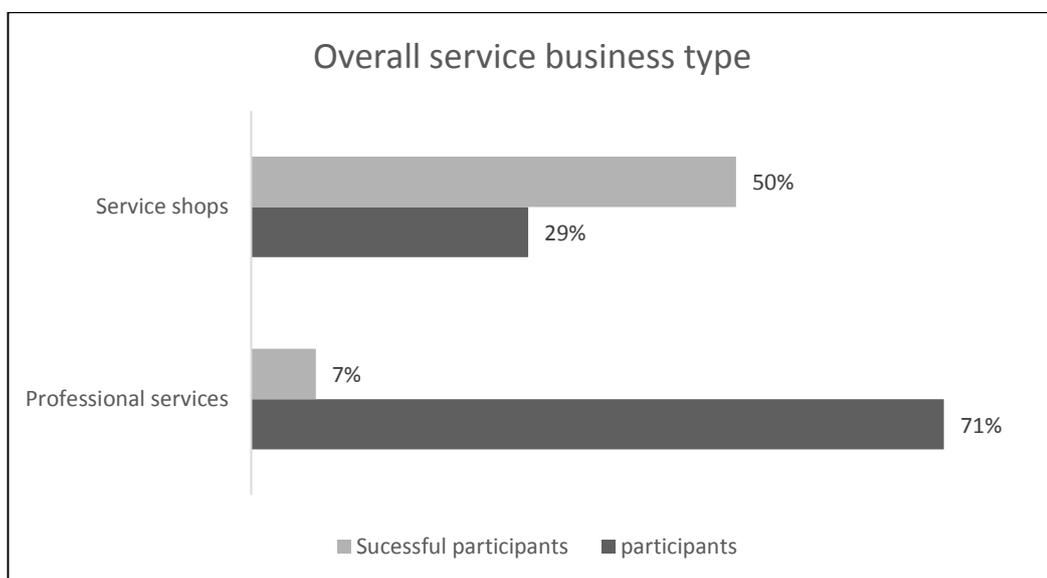
Figure 4.54 Participant distribution based on overall service business type

It is to be noted that this classification is for the purpose of presentation as most businesses were situated somewhere along with the continuum sometimes inclined towards professional services and sometimes service shops. For example, Computer acts like a service shop when selling computer spares and accessories but also performs professional services when advising customers on their computing requirements, providing repairs and warranty services. Similarly, Homeopath performs professional services, which were highly customised to the individual needs of the customers, but then also provides pre-determined packs for online and in shop sale hence behaving similar to service shops. Keeping this difference in mind, the service shop oriented businesses seem to show greater use and success of Facebook than professional services.

4.3.1.7 Summary of the section impact of type of business on Facebook adoption.

The impact of type of business on Facebook adoption as explained above seems to suggest the following:

- ➢ The greater the degree of intangibility the lesser the use of Facebook. Tangible services have a better scope to affect mind through photos and videos assisting in formation of an image of the business.
- ➢ The greater the degree of interaction between the customer and the business the lesser the success in use of Facebook.
- ➢ Low contact services more successful than high contact service businesses.
- ➢ The greater the degree of customisation the lesser the use of Facebook.
- ➢ Lesser need for confidentiality and privacy fuels Facebook interaction.
- ➢ Extent of judgement and channel of service delivery impact Facebook use.
- ➢ Service shops more successful than professional services in Facebook use. Click-and-mortar businesses maybe more successful than brick and mortar businesses.

The findings provide answers to the sixth sub research question: How does type of business influence the social media adoption? Professional service business that have a low degree of tangibility, high interaction and customisation customer contact will have to make a greater effort to use Facebook than service shops, which have higher tangibility and lower interaction, customisation and customer contact. The influence of business type on social media adoption explains the central research question: Why is social media adopted by microbusinesses?

4.3.2 A positive unidirectional relation was observed between relationship marketing and Facebook.

The positive co-relation observed between relationship marketing and Facebook is unidirectional, such that:

- ➢ Success on Facebook seems to be related to relationship marketing
- ➢ Facebook improves constituents of relationship marketing

The purpose of this section is to explore the relationship between relationship marketing and Facebook by examining both the impact of relationship marketing on the success of Facebook use and the impact of Facebook use on relationship marketing.

The constituents of relationship marketing are:

- ➢ Relationship pricing
- ➢ Internal marketing
- ➢ Service quality which includes tangibles, reliability, responsiveness, assurance and empathy

Both relationship pricing and internal marketing did not comprise of marketing activities of the microbusinesses since they overtly did not indulge in relationship pricing and internal marketing was not required in their business since the owners rarely used outsiders for their business. Friends and family did not form a major part of the promotion network on Facebook and in some cases microbusiness owners wanted to keep their personal and private life separate. Sub concepts of service quality greatly interested microbusiness owners and they felt that it had a dual impact on promoting Facebook and in turn improving service quality. The remainder of this section examines service quality and its sub-concepts as follows:

- ➢ The overall impact of service quality on Facebook use is examined (4.3.2.1).
- ➢ Examining the impact of Facebook on the assurance dimension of service quality (4.3.2.2)..
- ➢ Examining the impact of Facebook on the tangible dimension of service quality (4.3.2.3)

The other dimensions of service quality, such as reliability, responsiveness and empathy, were not significantly impacted by Facebook as later established in the performance measurement section (4.4.2.2 p.369).

4.3.2.1 The greater the service quality the higher the success with Facebook.

The quality of service provided by the microbusiness seems to have a direct relationship with the degree of success with Facebook use, such that the higher the perceived service quality of business the greater the extent of success on Facebook. Quality is measured as difference between perception and expectations across the five dimensions of tangibles, reliability, responsiveness, assurance and empathy. Table 4.19 shows the scores of the successful, not so successful and abandoned participants across the five dimensions.

Table 4.19 Service quality* as estimated by the owners and their customers

Participant	Tangibles[1]		Reliability[2]		Responsiveness[3]		Assurance[4]		Empathy[5]		Total	
	O[6]	C[7]	O[6]	C[7]	O[6]	C[7]	O[6]	C[7]	O[6]	C[7]	O[6]	C[7]
Homeopath[8]	-3	-	-1	-	0	-	1	-	0	-	-3	-
Cake	-8	-1	-1	-6	1	-3	2	3	-1	1	-7	-4
Computer	-4	-2	-2	-9	2	-2	0	-3	0	1	-4	-15
Food	-8	-12	1	-10	1	-3	2	-1	0	-1	-4	-27
Beauty	-	-12	-	-13	-	-3	-	-1	-	-1	-	-30
Travel	-	-9	-	-5	-	-12	-	-3	-	-2	-	-31

Note:
*= Service quality is measured using SERVQUAL (Parasuraman et al., 1988)
1= Tangibles – Personnel and shop appearance – orientation and location of shop – tools and equipment's.
2=.Reliability – Dependability – Accuracy – Right the first time.
3= Responsiveness – Promptness – Willingness – Readiness – time to act.
4= Assurance – Communication, Credibility, Security, Competence and Courtesy.
5= Empathy – Understanding & Knowing customer and Access in terms of ease of contact.
6 – O = Owners
7 – C = Customers
8= Data from Homeopath customers could not be collected.

The negative scores indicate that quality expectations were higher than perception. The table is divided into seven columns with the first column listing participants in the order of high to low service quality. The next five columns list the quality scores across the five quality dimensions and the sixth column lists the total quality scores for that participant. All the six columns are sub-divided into two columns each marked as O and C. O contains the scores of the microbusiness owners and C their customers' scores. The tangibles column has the highest value of negative figures. This means that the customers expectation of the physical appearance of the shop and the personnel were higher than their perception of the microbusinesses. Similarly, reliability and responsiveness, though better than tangibles, were on the higher side. However, the microbusinesses seemed to be doing a better job at maintaining assurance and empathy at the expected levels. Overall, Homeopath who had the greatest advantage in using Facebook also had the highest quality scores followed by Cake, Computer and Food (in that order).

4.3.2.2 Facebook had a positive effect on the assurance dimension of service quality.

Facebook had a positive effect on the assurance dimension of service quality by increasing competence, courtesy and communication capability of the owner and giving a sense of credibility and security to the customer. The purpose of this section is to examine the sub-components of the assurance dimension of service quality as follows:

➢ Improvement in the competence levels of participants (4.3.2.2.1).
➢ Improvement in courtesy levels of the participants (4.3.2.2.2)
➢ Improvement in communication capabilities of the participants (4.3.2.2.3)
➢ Improvement in credibility of the business (4.3.2.2.4)
➢ Improvement in security perception by the customer (4.3.2.2.5)

4.3.2.2.1 Participants experienced skill development and gain of knowledge resulting in a positive impact on their overall competence.

Most participants experienced increase in skill and knowledge due to use of Facebook as shown in Figure 4.55.
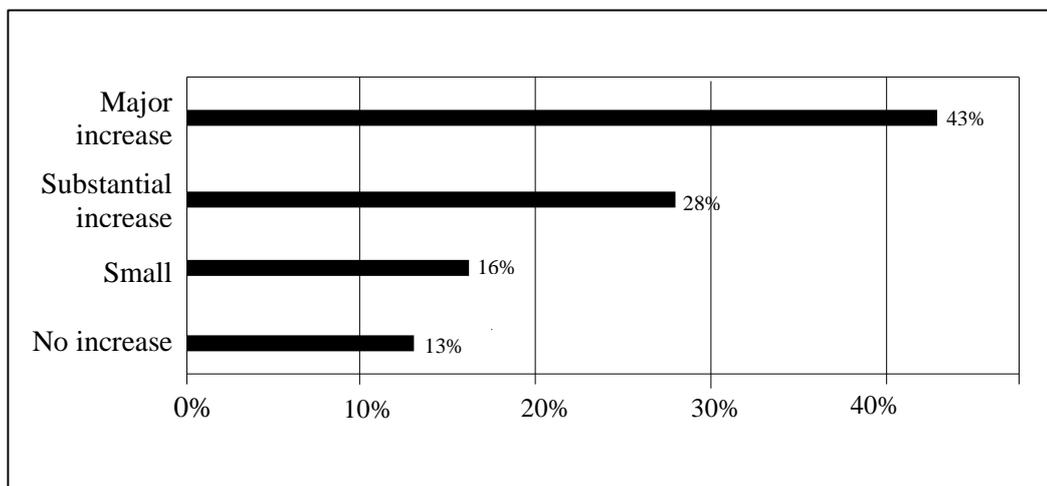
Figure 4.55 Percentage of participants who experienced increase in competence levels

Such skills and knowledge can be listed as follows:

➢ Participants felt that they had learnt new skills of communicating in public places by promoting their business. In the past, they were dependent on some agency for advertisements in local newspaper and radio.

➢ They felt that they had learnt the skill of browsing and keeping up to date with the recent happenings in their industry and learnt about competitors and similar businesses.

➢ Through Facebook, they learnt about advertising opportunities to very focused and select customers who might be interested in their services at very low prices.

➢ They learnt to tell the story of their business through the timeline feature of Facebook.

➢ Through trial-and-error, they learnt how to get the attention of the customer and recruit the customer to market their business (without the use of rewards).

➢ They learnt to build their reputation (especially professional services) by sharing customer-oriented information, which make the customer better informed and help them to take decisions.

Almost all the participants agreed that they, with Facebook, gained knowledge and skills, which will be helpful in better advertising their services to their customers.

4.3.2.2.2 Participant perceived an improvement in courtesy levels, especially in accepting failures and dealing with irate customers.

Most participants agreed that they had improvements in their courtesy levels after the implementation of Facebook, especially dealing with irate customers and accepting failures. However, no empirical evidence was available on the Facebook page to prove this notion of the participants. This was consistent with the online observations wherein such proof was not available about businesses accepting failures or in dealing with irate customers. In fact, any complaints or problems made by the customers on the Facebook page made the business guide the customer to a private email address rather than trying to address the problem on the post itself. Contrary to the actual empirical data, the microbusinesses thought that it improved their capability in accepting failures and dealing with irate customers. The other aspects, such as prompt response to customers, were visible for most participants. In some cases (Food and Cake) some responses were simply ignored by the participants and on querying them the participants responded that the customer contact them through other means and the matter was resolved. Participants did show some respect to the online community by joining groups in their private profile but none of them actually accorded any welcome to

the participants, at least not visibly on Facebook. Finally, the researcher found no evidence of openness or extra friendliness on the Facebook script as claimed by the participants. The participants ratings are shown in Figure 4.56.
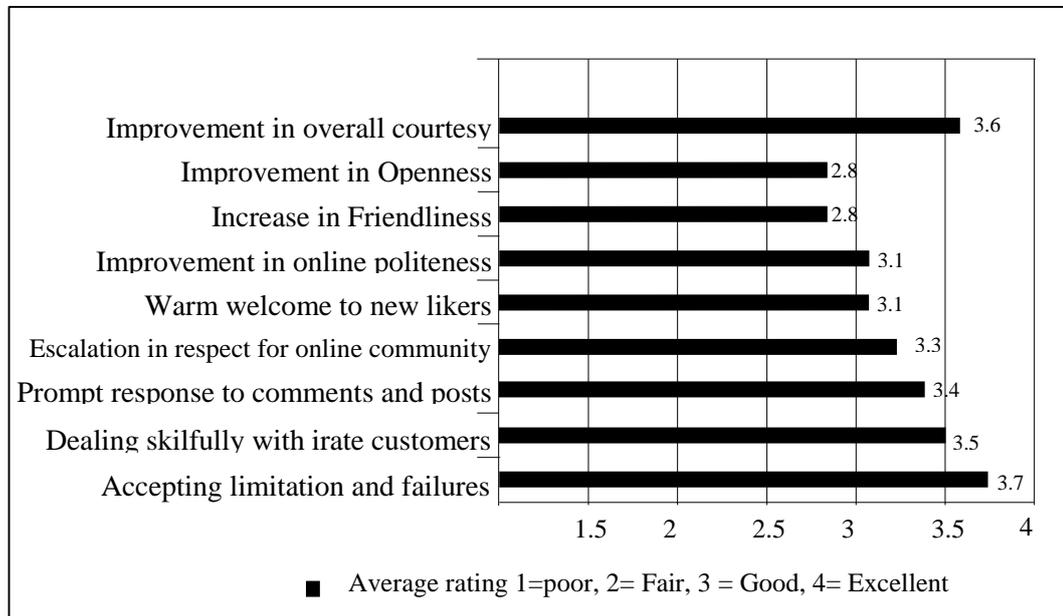
Figure 4.56 Participants perception of improvement in courtesy levels

As evident from the discussion and chart above there were substantial discrepancies in the claims made by the participants and the empirical evidence available on the Facebook script. This discrepancy could be explained by the participants' desire to portray a courteous image of their self and subsequent improvement due to the implementation of Facebook. However, it could be agreed on aspect that the participants who had Facebook were definitely more careful in dealing with their customers after the implementation of Facebook, expecting a backlash from irate customers. In these terms, Facebook acted as a motivator to maintain courtesy levels of the owners with all customers (not just the important ones).

4.3.2.2.3 Communication capability of the participants had increased in terms of listening, reading, writing and efficient use of language.

Most participants agreed that their communication capability had increased in terms of listening to the customer, reading, writing and efficient use of language. They perceived such changes happened due to regularly browsing Facebook and learning the language which was relevant and used by their community of

businesses and customers. The perception of the participants is captured in Figure 4.57.
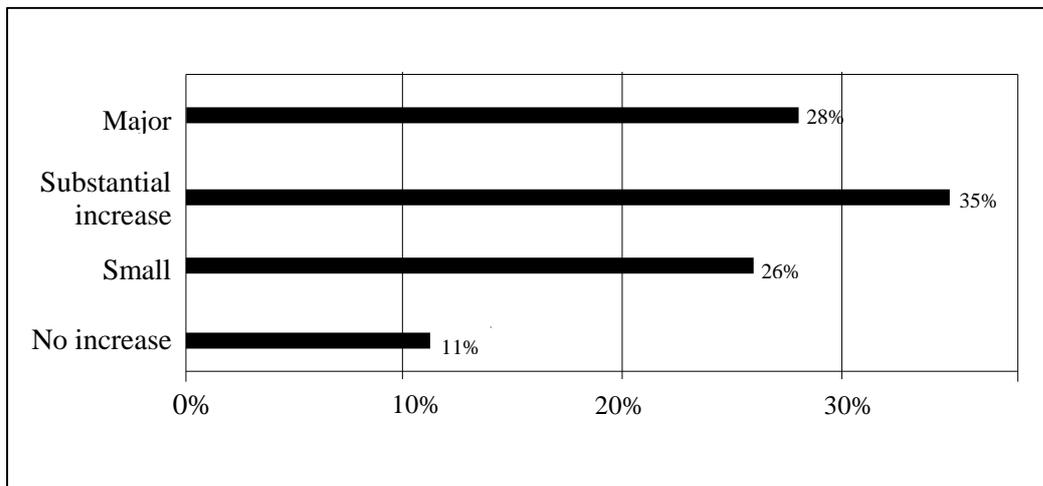
Figure 4.57 Participants increased communication capability

This increase in communication capability was visible on the Facebook page. If evaluated from the start of Facebook use it can be observed that they have improved through trial-and-error and now were effectively able to use photos and text messages to articulate the message of the business. Some were also communicating on the pages of their vendors and suppliers and this required proper etiquette, mannerisms and specific use of language (Computer) to be accepted within that community. The improvement in communication capability as claimed by the participants was also visible on Facebook.

4.3.2.2.4 Believability, trustworthiness and reputation were the highest rated credibility establishing quality of Facebook.

Facebook improved the credibility of the business and its owner by increasing its believability, trustworthiness and reputation in the eyes of the customer. Most microbusiness owners confirmed that their customers felt more confident in terms of believability and trustworthiness from buying from the business since they had presence on Facebook. It is not that the existing customers were not buying in the past but their general feeling with the new channel of communication was quite positive and it reinforced their trust and faith in the business. Along with believability and trustworthiness, Homeopath confirmed that it definitely improved her reputation in the eyes of her friends and family. This reinforced her

confidence in herself and she could better deal with her patients, asking them to be part of her journey in improving women's health through Facebook. This was reflected in the steady rise in the number of followers on her Facebook page and continuous interaction from interested customers. The credibility establishing constructs and their average rating are listed in Figure 4.58.
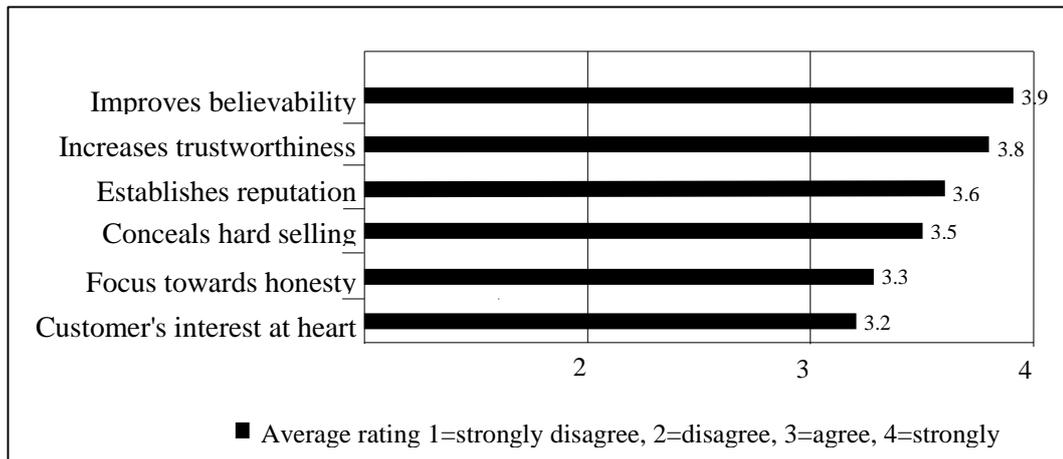
Figure 4.58 Credibility establishing qualities of Facebook

4.3.2.2.5 Social presence makes the customer confident and allures a sense of security.

Social presence in the form of a Facebook page generates the necessary social proof which makes the customer confident and allures as a sense of security. Almost all businesses agreed that the presence of the business on Facebook improved perception of security and confidence in the customers. Empirical evidence was not available since it was not possible to directly ascertain this from the customer and neither could it be perceived through qualitative examination of the Facebook script. Reliance was made on the perception of the microbusiness owners who felt that presence on Facebook in the form of regular updates kept the customer in the loop by informing them on a periodical basis about the activities of the business.

The appreciative posts from other customers and the owner's correspondence reinforces the customer's confidence in the business. Consequently, through the use of plug-ins on the website, the quantitative number and the profile pictures of the followers of the business seems to provide the evidence of social proof and allure a sense of security even for customers who visit the website but don't follow the business on Facebook. This was evident from the fact that all the participants readily agreed to modify their website and give the Facebook plug-in a strategic dominant location right on the landing page. Hence based on circumstantial evidence and perception of the owner it is concluded that use of Facebook increases the confidence of the customer in the business and allures a sense of security.

In summary of the section on assurance (4.3.2.2) and its five subsections: Besides courtesy for which no significant empirical evidence was available, the other four components competence, communication, credibility and security experienced improvements due to the use of Facebook.

4.3.2.3 Facebook had a positive impact on quality dimensions of tangibles.

Facebook improved tangibles of the business, such as shop and personnel appearance, website appearance, including e-commerce and up grading of tool and equipment. The related evidence on tangibles is presented in detail later in the performance measurement section (4.4.2.2 p.369) and not repeated here.

4.3.2.4 Summary of findings about relationship marketing and Facebook use.

The significance of existing customer relationship practices on social media adoption can be summarised as follows:

➢ A positive unidirectional relation was observed between relationship marketing and Facebook. Greater levels of relationship marketing improve the probability of success of Facebook use and vice-versa; Facebook use improves the relationship marketing by improving service quality.

➢ The greater the service quality the higher the success with Facebook.

➢ Facebook had a positive affect on the assurance dimension of service quality.

➢ Participants experienced skill development and gain of knowledge resulting in a positive impact on their overall competence.

➢ Participant perceived an improvement in courtesy levels, especially in accepting

failures and dealing with irate customers.

➢ Communication capability of the participants had increased in terms of listening, reading, writing and efficient use of language.

➢ Believability, trustworthiness and reputation were the highest rated credibility establishing quality of Facebook.

➢ Social presence makes the customer confident and allures a sense of security.

➢ Facebook had a positive impact on quality dimensions of tangibles.

The findings provide answers to the seventh sub research question: What is the significance of existing customer relationship practices on social media adoption? Existing good customer relationship marketing practices make a positive impact on social media adoption and counterintuitively social media positively affects customer relationship marketing practices. The positive impact of social media on relationship marketing explains the central research question: Why is social media adopted by microbusinesses?

4.3.3 Facebook activity is related to task and organisational activities.

A distinct relationship was observed between task and organisational activities and Facebook activity. Overall, all the participants were found to adhere to the standard Facebook activity of identity and presence in terms of updating of the timeline and maintaining a regular communication activity. However, some variations were observed in terms of task variety and analysability, and Facebook activity as well with organisational activity, such as professionalism or specialisation and Facebook activity. The purpose of this section is to examine the relationship between Facebook in terms of marketing and reputation building activity.

4.3.3.1 Task analysability and variety related to Facebook activity.

A distinct relationship was observed between task characteristics and Facebook activity, such that task variety and analysability seemed to indicate an inclination towards marketing or reputation building activity on Facebook. The purpose of this section is to examine the relationship between task characteristics and Facebook activity so that predictability can be achieved about probability of success. It is to be noted that this examination is based on the four successful

participants, which coincidentally could be classified on comparative terms to the four quadrants of high task variety and task analysability. However, subsequent discussion with the four businesses and supportive discussion with other microbusinesses seem to match the speculative explanations for the relationship between task characteristics of the microbusiness and its Facebook activity.

The relationship between Facebook activity and task variety and analysability is shown in Table 4.20.

Table 4.20 Activities of the successful participants based on variety and analysability

Less analysable (Non computational response)	**Cake**	**Homeopath**
	Information Amount[3] = Moderate	Information Amount = Large
	Information Equivocality = Moderate	Information Equivocality = High
	Facebook activity	*Facebook activity*
	Moderately qualitative	Highly qualitative
	Backward looking - Past information[5]	Forward looking - New information[5]
	High Face-to-Face connect[6]	All Face-to-Face connect[6]
	Reputation & community	Sharing, reputation & community
Task Analysability[2]	**Food**	**Computer**
	Information Amount = Small	Information Amount = Moderate
	Information Equivocality = Low	Information Equivocality = Moderate
	Facebook activity	*Facebook activity*
	Quantitative less Qualitative	Quantitatively focused
	Backward looking - Past information[5]	Forward looking - New information[5]
	Moderate Face-to-Face connect[6]	Minimum Face-to-Face connect[6]
More analysable (computational response)	Marketing, business value	Marketing, business value

Low   High

Task Variety[1]

Note:
1= Task Variety – The rate of unexpected and new events during the service process (Daft & Macintosh, 1981).
2= Task Analysability – Capability to objectively compute procedures to resolve problems (Daft & Macintosh, 1981).
3= Information Amount – Amount of customer information required for servicing (Daft & Macintosh, 1981)
4= Equivocality – The ambiguity in the customer information (Daft & Macintosh, 1981).
5= Information transmitted on Facebook is differentiated between forward and backward orientation. Low Task variety businesses post information, which dwells in the past of the business. High variety businesses post information, which is current and future, oriented.
6= Face-to-Face connect indicates the level of offline connection with the customers who like the Facebook page. Greater the equivocality higher is the face-to-face connect.

From Table 4.20 the following relationships can be drawn:

➢ When task is more analysable Facebook activity is quantitative focused, and when task is less analysable, Facebook activity is qualitative focused. Qualitative and quantitative is decided based on the nature of sharing of information on Facebook, such as web links, customer oriented information and deals.

➢ When task has more variety, Facebook activity is forward looking with new information — but when task has less variety, Facebook activity is backward looking with past information.

➢ Businesses that deal with information that is highly equivocal rely more on a face-to-face connection augmented by Facebook than businesses which deal with low or moderate equivocality and have limited reliance on face-to-face connection.

➢ Businesses which have more analysable task, wherein a computational response can be generated for the customer, the Facebook activity is focused towards marketing and generating business value. On the other hand, businesses which have less analysable tasks which require generation of options for the customer the Facebook activity is focused towards sharing, reputation and community building.

The microbusinesses speculated the following reasons for the above-mentioned relationship as follows:

➢ Analysability of task probably determine the level of education (information) required by the customer and consequently the decision for the qualitative or quantitative nature of communication on Facebook. For example, most customers of Computer who followed their page were sufficiently computer literate to determine which product they wanted. More information related communication on Facebook did not generate the same level of response compared to direct quantitative deals. Similarly, businesses with less analysable tasks, such as Homeopath, focus their Facebook activity towards awareness and educating the customer. Such businesses share information, which will help the customers obtain knowledge about the efficacy of the services and form a positive opinion about the business.

➢ The relation between task variety and nature of Facebook activity is probably based on the rate at which changes are happening in the respective sector that the microbusiness serve and the corresponding frequency of changes to the customer. In case of Food and Cake, variety is low since these are mature industry and the customers do not change frequently and neither their demand for products. Under these circumstances, there is not much to share in terms of information and hence old information is recycled in terms of generating nostalgia and subsequent interest. In contrast to that, Computer is dealing with the rapidly changing industry wherein product lifecycles are comparatively much shorter than Food and Cake. Similarly, though the product lifecycle (medicines) is relatively steady, the problems of the customer are unique and varied. This makes Computer and Homeopath focus on new information and innovative technology to make the communication most relevant for the customer.

➢ Homeopath, which has the maximum level of information equivocality, seemed to know all the customers who followed her on Facebook. On the other hand,

Computer and Food who had less or moderate information equivocality did not recognise or know all the customers who followed them on Facebook. On the contrary, Cake, who has moderate information equivocality (definitely less than Computer), seemed to know some of the customers well. This may be due to Cake being the oldest business of them all and not being related to information equivocality.

➢ Finally, in relation to the earlier comment about analysability of task and qualitative and quantitative information on Facebook, businesses that are more analysable can directly market their products on Facebook rather than the less analysable ones. This is because the customer in the first case is aware of the products and does not require background information, which is reflected in the Facebook activity in terms of direct selling efforts. With respect to the less analysable type, the need for information is translated into sharing, community and reputation building.

Overall, businesses with greater task variety and lesser analysability have qualitative, forward looking, new information oriented and off-line connected Facebook activity. Such businesses that have less analysable task with a non-computational response seem to focus on reputation, sharing and community based Facebook activity. On the other hand, businesses with lower task variety having more analysability results in quantitative, backward looking, past information oriented with moderate offline connected Facebook activity. Such businesses, which have more analysable task, seem to focus on marketing, business value and profitability oriented activities.

4.3.3.2 Organisational activity seems to be related to Facebook activity.

Organisational activities of professionalism, specialisation, formalisation, centralisation and external communication seem to have a positive relation with Facebook activity. All microbusiness treated Facebook as an administrative (not technical) and incremental (not) radical innovation. Impact of Facebook was moderated to influence the organisational activities in association with marketing and competitive strategy differentiators, such as quality (examined earlier 4.3.2) and innovativeness which is examined later (4.4.2.2). The purpose of this section is to examine the relation between organisational activity and Facebook activity. This purpose is achieved by examining any changes in organisational activity with the implementation of Facebook. However, since such relationships were not originally perceived, a before and after examination, was not possible, hence reliance is made on the perception of the microbusiness owner, about changes to

organisational activity. Organisational activity variables important for microbusinesses are shown in Table 4.21.

Table 4.21 Organisation activity variables valid for microbusinesses

Variables	Response of microbusiness
Degree of specialisation (Defined by uniqueness, differentiated, special services)	All agreed that they have a specialised service, which can be solely attributed to them.
Functional differentiation (Distribution of job among the owners - also could be extend of outsourcing)	All agreed that they distribute job amongst the owners but this is rotatable.
Professionalism (Education and training, professional training or membership)	Professional business agreed that this is a requirement for their business
Formalisation (Level of rules and procedures in conducting business activity)	They have levels and rules in conducting business
Centralisation (Authority and freedom to make choices)	They had full authority to make choices but sometimes constrained by suppliers.
External communication Exchange of information with all concerned	They make external information from time to time such as print advertisements.
Slack recourses	Covered in 4.2.3.
Technical knowledge resources	Covered in 4.2.2.2.
Managerial attitude towards change	Covered in 4.2.2.2.
Administrative intensity	Not considered valid variable
Internal communication	Not considered valid variable
Vertical differentiation	Not considered valid variable

Functional differentiation was not considered valid for Facebook, since most of the time all the concerned people were normally aware or made aware of the expected post (in most cases this was the other joint owner). They did not expect any impact of Facebook on functional differentiation and hence not considered in this review. The rest of the five organisational activity variables were impacted by Facebook such that:

- ➢ Facebook had a positive affect on professional activity and specialisation by improving communication with customer.
- ➢ The greater the intangibility and customer contact of the service business the higher the need for the display of specialisation and professionalism in Facebook activity.
- ➢ A formalised approach, such as mandatory Facebook use each day, was found to be beneficial for continued effective use.
- ➢ Low professionalism, high formalisation and high centralisation assisted

Facebook adoption.

➢ Facebook made incremental changes to the advertising and selling processes of the microbusiness.

The largest impact was experienced by the professional services group (e.g., Homeopath, Chiropractor and Beauty) who experienced that they can display their professional capability and specialisation (such as Homeopath – women's health, Chiropractor – back injury, and Beauty – specific world famous supplier associated nail treatment). They voiced that they can better explain through various communication on Facebook their professionalism and specialisation on a continual basis rather than any other medium. Most service shops did not have a high-level professionalism, but some (Food, Restaurant — focus on special ethnic food) had specialisation, which could be the theme, which they sufficiently exploited on Facebook to attract and draw more customers of the specific ethnicity. In short, Facebook activity was directed towards improving professional image and give better focus to the business through niche marketing based on specialisation.

It is established that professional services (intangible dominant with high interaction and contact) may have greater difficulty establishing interaction on Facebook (earlier section 4.3.1). As observed earlier (4.3.3.1) and subsequently reflected by other microbusinesses' (Chiropractors, Beauty and Midwife), Facebook activity is focused on improving professionalism and specialisation. All businesses agreed that a formalised approach to Facebook (similar to checking email), by setting aside a specific time, was the best approach to implementing Facebook. Facebook activity must be incorporated and maintained into the formalised activity of the business, such as operating hours, appointments and deliveries. However, some opined that rather than maintaining a Facebook time they made it a point to merge it with their lean periods. Whatever the method, formalisation was a necessary activity which influenced Facebook activity. Service shops which do not operate on an appointment basis had better control over their lean times, had better formalised operating methods (4.3.3.1) and were low on professionalism and hence could have quicker, effortless communication (see demand for judgement 4.3.1.5), suggesting that lower professionalism, higher formalisation and centralisation seem to assist Facebook adoption. However, this

may not be true as the basis of suggesting this simply lies around three successful service shop users versus one successful professional user.

Facebook incrementally affected external communication by making incremental changes to the advertisement and selling processes of the microbusinesses. The incremental changes, which help prove this point, are as follows:

> ➢ Simultaneous publishing of deals in print and on Facebook
> ➢ Daily deals on Facebook
> ➢ Exclusive deals on Facebook
> ➢ Pictures of deals inside shop on Facebook
> ➢ Sharing of website and relevant information on Facebook
> ➢ Using Facebook private messaging service similar to email

The evidence above points to the incremental changes made to the advertisement and selling process so that it works in tandem with other promotional activities of the businesses.

In summary, Facebook activity seemed to improve organisational activity, such as professionalism, specialisation, formalisation, centralisation and external communication.

4.3.3.3 Summary of findings about organisational and Facebook activity.

The activities that are present in successful social media adoption can be summarised as follows:

> ➢ Facebook activity is related to task and organisational activity.
> ➢ Task analysability and variety determines Facebook activity of reputation or marketing. Businesses with greater task variety and lesser analysability (usually professional services) have qualitative, forward looking new information oriented and off-line connected Facebook activity.
> ➢ Organisational activities of professionalism, specialisation, formalisation, centralisation and external communication seem to have a positive relation with Facebook activity.
> ➢ Facebook had a positive affect on professional activity and specialisation by improving communication with customer.
> ➢ The greater the intangibility and customer contact of the service business the higher the need for display of specialisation and professionalism in Facebook activity.

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➢ A formalised approach, such as mandatory Facebook use each day, was found to be beneficial for continued effective use.

➢ Low professionalism, high formalisation and high centralisation assisted Facebook adoption

➢ Facebook made incremental changes to the advertising and selling processes of the microbusiness.

The findings about task characteristics organisational activity help to answer the sub research question: What activities are present in successful social media adoption? Facebook activity focused around building reputation is more suitable for professional services and selling activity, such as deals, and is more suitable for service shops. Organisational activities of professionalism, specialisation, formalisation, centralisation and external communication can be improved through Facebook activity. The answer to this question helps in explaining the central research question: Why is social media adopted by microbusinesses, such as to improve marketing activities?

4.4 Performance of Facebook was Measured in its Capability to Improve Survival, Quality and Innovativeness

The Facebook performance measurement system comprised of short and long term measures, which were either financial or non-financial in nature. The short-term measures were largely impacted by the business type and operating environment; however, no such impact was observed on the long-term measures. The purpose of this section is to develop a comprehensive Facebook performance measurement plan, highly relevant for microbusinesses, which are consistent with the final SRQ9: How can performance of social media, be measured? It achieves this purpose in following three steps:

> ➢ It examines existing social media performance model and social media metrics for its utility towards microbusiness owners to identify measures which are solely relevant for the purpose (4.4.1).
>
> ➢ A Facebook performance measurement system is developed from a base model by following the process of elimination and subsequently impact of business type and environment is introduced for better sensitivity (4.4.2).
>
> ➢ Performance measures which are specific to microbusinesses and extremely relevant, evaluated to observe any impact of Facebook implementation to establish a Facebook performance measurement system highly focused on microbusinesses (4.4.3).

The development process is a sieving method which starts with the integrated method of performance measurement system to isolate parameters important for microbusinesses. These parameters are then evaluated to observe their sensitivity to Facebook implementation and the impact of business type and environment to make the measurement system more robust and versatile. Measures, which are specific to microbusinesses, are then evaluated and identified; measure is inserted into the performance measurement system to make it highly relevant for the microbusiness. Throughout the process, empirical evidence (including perception of the owner) is considered superior and higher weightage is allocated. The process of measurement of the identified measures is also identified so that the measures can be easily and immediately implemented in the microbusiness.

4.4.1 Social media metrics and models are incapable of providing reliable performance measures.

The existing social media metrics and model was found to be incapable of providing reliable performance measures for measuring Facebook performance in microbusinesses. The purpose of this section is to examine the following two parameters of social media performance measurement system:

> ➢ Metrics generated by Facebook are first examined to find their utility in measuring performance of the efforts made by the owners. Metric generated by the owners through gain of new customers and utilisation of Facebook exclusive coupons were also examined (4.4.1.1).
>
> ➢ Two models (effectiveness valuation social media performance model and influence model of social media measurement) are evaluated with microbusiness owners to understand their viewpoint about the efficacy of the models in measuring Facebook performance.

This sub-section helps in understanding the utility of the default metrics generated by Facebook in understanding its performance in relation to the overall business performance. It also helps by examining conceptual models (not based on Facebook metrics) which uses data as perceived by the user.

4.4.1.1 Facebook metrics were isolated indicators of performance.

Facebook metrics seemed to indicate isolated indicators of performance with no capability of benchmarking. Social media metrics based performance models did not serve a fruitful purpose for measuring performance but at best, certain metrics, such as number of 'likes', were used as a proxy measurement observe performance. The problem was ascertaining whether the metrics did indicate any type of performance of the business. Performance (in the models) were linked to the higher capabilities of the key objectives, such as higher awareness, higher engagement, higher word of mouth which would consequently lead to higher purchase intent as listed in Table 4.22.

Table 4.22 Facebook metrics organised by key objectives

Key objectives	Sub-objectives	Participants response
Awareness	Number of followers	➤ Subjective
	Number of ratings	➤ Comparison not possible
Engagement	Number of comments / users	➤ Subjective
	Rate of activity	➤ Lurkers
Word of mouth	Number of shares	➤ Accountability
	Number of friend referral	➤ Intent
Drive purchase intent	Leads to ecommerce site	➤ Applicability
	Facebook discount coupons	➤ Reach

The participants were faced with a question of what is 'higher' and how much higher should it be? They were not sure if the number of followers ('likes' on Facebook) indicated the popularity of their business. If it did. How much? Two hundred or five hundred should have been the benchmark figure. Comparing with similar businesses did not help as by way of illustration competing businesses locally or internationally had much higher 'likes' than the participant but the participant retorted that they do higher business (in terms of turnover) than them. Others mentioned that market size and the number of customers they served probably should have acted as a basis for any comparison. Even others also felt that the number of followers was largely dependent on the number of family and friends you had (on your personal profile) and invited to 'like' and they were not necessarily all your customers. Overall, the number of followers did not mean anything to the participants and they pointed out that it was quite subjective and comparison was too difficult. At the best, the number of followers simply indicated a consolidated number of expected or probable customers but mostly populated by well-wishers and extended ties of the owners.

The level of engagement was considered more superior than the overall number of followers, but it suffered from the similar problem of subjectivity. The successful participants felt that the level of engagement data did not necessarily indicate popularity or thick and passionate discussion with the customer to get their feedback/viewpoint about their services. It simply put a number based on the number of 'likes' on the post and comments such as 'great', 'wow', 'mind-

blowing' or 'I agree' which essentially "means nothing much" in terms of feedback or viewpoint. Another data in terms of engagement was the customer making posts about their problems or grievances. This data was based on the total number of comments and probably the more the comments the greater the engagement was not accepted by most businesses. In fact, the greater number of posts might indicate problems rather than high engagement and most participants preferred to quickly guide the posting customer to an email address to resolve their problems rather than increasing engagement through continuous discussion on Facebook. Finally, a large population of lurkers (who view the post but do not necessarily 'like' or comment on it) were not registered on this engagement data, making this metric not useful for measuring its actual reach.

The viral marketing or e-word of mouth effect is measured through the number of shares and referrals made by the follower on Facebook, which suffers from a serious problem of accountability. It is almost impossible to verify how many 'friends of friends' actually saw the message and were influenced by it. Moreover, the actual intent of sharing the message would be simply to get the benefits of the promotion rather than promoting the services. Endorsement by the follower, similar to celebrity endorsement, may not generate positive reactions with their friends, putting a question mark on the intent and purpose of word of mouth. Finally, most participants did not have an e-commerce ambition and hence the data about website visits from Facebook served little purpose.

The reach of Facebook exclusive discount coupons in terms of actual usage from the shop front was the most actual and tangible measurement system which most participants could relate to and have a common agreement about its utility. However, this measurement was external from the data generated from Facebook and was the most non-ambiguous, tangible and most favoured measurement system by businesses who used such coupons. Another, and the most important data perceived by the owners (Homeopath, Computer and Food), was the direct gain of a new customer. The owners perceived that this was the most efficient and tangible method of understanding the performance of Facebook. However, since a business cannot score new customers and give out Facebook exclusive coupons

every day other parameters were necessary to measure the performance of Facebook on a continual basis.

Both the coupon redemption and gain of new customers were considered as directly impacting financial measures in the short term and considered as a suitable candidate to be included in the developing Facebook performance measurement system.

4.4.1.2 Social media performance models are complicated and provide distorted results.

The existing social media performance measurement model provided distorted results or were extremely complicated to compute, making them not implementable in practical terms. For example, the effectiveness valuation model used to measure the performance of Facebook performance gave distorted results as shown in Figure 4.59.
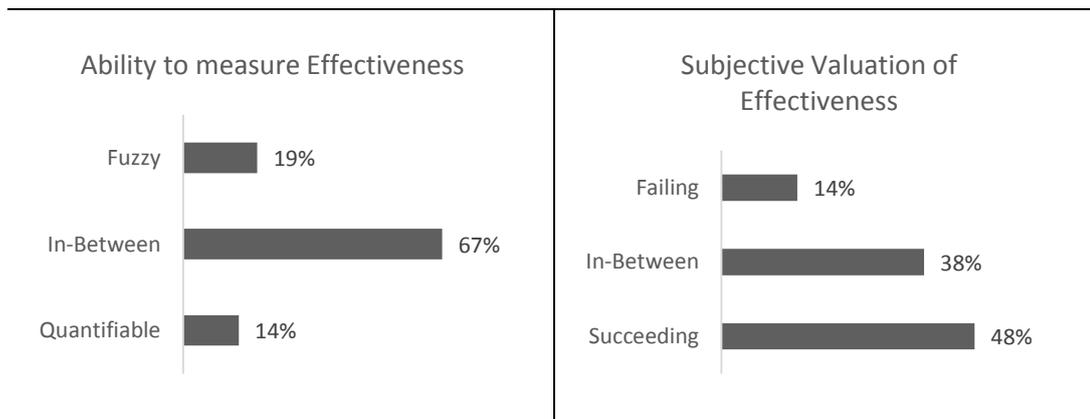
Figure 4.59 Distorted results from effectiveness valuation social media performance model

Ideally speaking, the participants who were able to measure effectiveness of social media effectively in quantitative terms should have a better subjective valuation of effectiveness, and hence be in a better position to iterate for greater success (this is according to the model). However, as the measurement suggests, only 14% were able to measure effectiveness quantifiably but the perception of valuation of effectiveness was much larger at 48%. This indicated that at the extreme, though participants were not able to quantifiably measure the effectiveness of Facebook, they did have the perception that they were succeeding in the use of social media.

This is not surprising since most participants were quite happy with 80 or 100 followers and were content with a rhythmic once a month communication to coincide with the similar email correspondence. Though not able to categorically confirm this, it was suspected that most participants knew their customers through other channels or had communication with them at the shop-front, and hence Facebook communication was not necessary. This distortion rendered the effectiveness evaluation model of social media performance unusable in its present form.

The influence model of social media measurement system was considered complex, time consuming, ethically not sound, and hence rejected outright by the microbusinesses. They voiced that they were incapable of using customer influence effect, the stickiness index and customer influence value primarily since none of the participants used or worked with a specific customer as an endorser. In fact most avoided such aspects since they felt that it was ethically wrong to falsely influence or induce influence through other means which portrays an artificially but deviously (customer does not know about the endorser) created image of the business. Even more, the owners opined that the method to calculate influence and stickiness involved significant resources, including time, and the expected output would not be as rewarding as the quantum of inputs. It was agreed that the influence model was suitable for larger businesses who already used celebrity endorsers in their marketing strategy through other mediums (print, television) and the same could be extended to Facebook. Hence, the influence model of social media measurement was considered unsuitable for microbusinesses.

In summary of the sub-section, it was found that self-data generated by the businesses in terms of actual customer gain and redemption of Facebook exclusive coupons were considered as the most valuable and tangible performance measure for Facebook. Facebook metrics and social media performance measurement models were not considered suitable for microbusinesses.

4.4.2 A blend of financial and non-financial measures comprised Facebook performance measurement system.

Facebook performance measure comprised of short and long term financial and non-financial measures which were contingent on the business type and the operating business environment causing subtle differences between professional services and service shops. The purpose of this section is to develop a Facebook performance measure specially customised for microbusinesses. To achieve this purpose, four steps are performed as follows:

> ➢ A general performance measurement system based on financial and non-financial parameters that the microbusiness owner monitors (tacitly or purposefully) is developed to understand parameters that are important to the owners (4.4.2.1).

> ➢ The microbusiness focused performance measurement system is then evaluated to find the impact of Facebook on its parameters to develop a focused Facebook performance measurement system (4.4.2.2).

> ➢ The Facebook performance measurement system is then re-examined to point out the contingency impact of business type and environment on the focus of business strategy differentiators and consequently the characteristics of the Facebook performance measurements system (4.4.2.3).

> ➢ The role of customer orientation and the impact of business type and environment on the Facebook performance parameters are examined to include it (customer orientation) as a non-financial short-term measure 4.4.2.4).

Following this four step process, this section delivers a Facebook performance measure, including the process of measurement, which can be used to examine rate of improvement in parameters of the business that are important for the microbusinesses.

4.4.2.1 Liquidity, re-sale value and business strategy differentiators are most important for microbusinesses in measuring general performance.

The microbusiness owner response to internal and external performance measurement factors seemed to be focused primarily on financial measures, such as liquidity, overall business re-sale value and business strategy differentiators (resource utilisation, service quality flexibility and innovativeness) (in the competitive advantage literature, these are termed as business strategies for differentiation). The purpose of this section is to determine a general performance system which the microbusiness owner monitors (tacitly or purposefully) so that

in the subsequent section, impact of Facebook can be examined for the identified performance factors. This investigation (section) was necessary since an existing performance measurement system could not be established from the literature review. The factors from the integrated performance model were used as starting criteria for understanding how much importance is allocated by the microbusiness owners for the six performance factors. The response of the microbusiness owners is listed in Table 4.23 against each performance factor and subsequently explained with empirical evidence.

Table 4.23 Microbusiness owner response to internal and external performance factors

Performance factors	Elements	Microbusiness setting	Adapted performance for microbusiness (P)
Cost allocation		No cost allocation	Not considered
Production factors	competence of personnel	Owner competence – linked to survival	P = Resource utilisation (Significant difficulty in computing both capacity utilisation) (Owner competence is a constant as owner be trained to improve competence but not changed)
	personnel development	None – Focus on owner	
	motivation of personnel	Irrelevant – motivation makes them do the business in the first place	
	equipment condition	Not directly relevant	
Efficiency of activities	Time taken by activities	Heavily monitored by owner – irrelevant	P = time x cost x quality Activities heavily monitored by owner on daily basis – irrelevant
	cost of activities	'Same as earlier'	
	quality of activities	'Same as earlier'	
Properties of product	Quality Flexibility Innovativeness	Interested to improve quality, flexibility and innovativeness of product	P = quality x flexibility x innovativeness
			Continued

Table 4.23 Microbusiness owner response to internal and external performance factors (continued)

Performance factors	Elements	Microbusiness setting	Adapted performance for microbusiness (P)
Product and customer profitability	Price customer willing to pay	Price benchmarked with competition	P = product profitability x customer profitability. (Difficult to establish due to differential pricing)
	Product profitability	Vague and differential pricing policy	
Competitiveness	increase in market share	Market intelligence not available	P = growth in revenue
	growth in revenue	Tax returns	
Financial performance	Profitability	Low margins – lesser focus	P = liquidity P = resell value
	Liquidity	Linked to survival – higher focus	
	Capital structure	Not important –	

Existing established performance measurement systems in microbusinesses were limited and pecuniary focused. Most of the 21 microbusinesses (besides Computer and Travel) who were queried had most performance measurement system linked to regulatory tax system filing returns, banking requirements and compliance with accounting standards. Computer and Travel had consolidated systems with their parent businesses, and hence had some level of performance measurement system, such as sales targets, sales commission and related accounting parameters, such as credit control. However, these are associated with financial performance measures rather than non-financial measures.

Overall, the microbusinesses had greater focus on a pecuniary performance measurement system. This made the task of establishing a performance measurement system difficult since analysing improvement and allocating impact of Facebook on the financial measure was not straightforward. To understand the focus of the microbusiness owner, each of the performance factors from Table

4.23 were discussed with them. The microbusinesses did not strictly follow cost allocation, and resources (time and money) were allocated and reallocated on a regular basis with focus on achieving greater efficiency. This did not follow any specific accounting principle or rules for cost allocation but was mostly associated with current practice and knee jerk reactions.

The production factor posed significant problems in the microbusiness settings as it measured simply resource utilisation and that too through perception and feeling. Competence of the owner was linked to survival of the business and the fact the business existed for a long period proves the competence of the owner. Since the owner had very close control over appointment and retention of personnel, they do not serve any specialist purpose besides managing and maintaining the mundane day-to-day activities of the business. Most often (as observed with most participants), such employees were normally extended family members. For example, in Computer, the accounting function was overlooked by the wife of the owner and the main sales personnel was a distant cousin of the wife. Specialist advice was encountered purposefully as and when necessary.

For example, Hypnotherapist setting up a free phone service, or Massage getting training for use of a new aid. Almost all specialist service is undertaken as and when necessary, the most common being the outsourcing of accounting services, email (domain extended) and website service, mentoring services from local chamber of commerce (quality certification) and specific business related services from a professional association, such as the Homeopathy Association. Most owners as regulatory professional requirements or requirements from vendors and suppliers have undergone re-training or skill enhancement. Motivation similar to competence is associated with survival and hence it is assumed that since they are motivated to do business they leave aside 'the security of a fixed income job and retirement pension to undertake and undergo the daily grind of the business'.

Overall, from the production factor, resource utilisation was one of the concerns of the microbusiness. Almost unanimously, the microbusinesses mentioned that they make all efforts to optimise resource utilisation. For example, Computer operates on weekends with skeleton staff, Beauty and Chiropractors allow aspiring qualified therapists to use their premises, Hypnotherapist operates from a home office, Homeopath prefers Skype consultation (after receiving consulting fees) over consulting room, Restaurant charges less for takeaways, and Food allocating shelf space for merchandise and souvenir products (infrastructure utilisation).

The owners themselves heavily monitored time, cost and quality of activities and they showed no interest in actually measuring them for improving their performance. In fact, any attempt by the researcher to examine workflow using 'scientific management' methods (Taylorism) met with stiff resistance such that it was perceived not useful. The owners said that they themselves managed activity and hence performed it with the most optimised methods perfected over the years. They did not find any value in re-examining the activities for improving efficiency and neither wanted to measure the activities, considering that a futile exercise. They did not see themselves akin to McDonalds as a service model for their business and hence did not consider measuring the time, cost and quality of activities an important performance measurement indicator for their business.

Contrary to that, microbusinesses were eager to examine and measure quality, flexibility and innovativeness of their services. They showed keen customer orientation and approached the measurement system, in this case, from outside, such as the customer's viewpoint about their services. Hence, the microbusiness owners considered properties of product as a non-financial performance measurement indicator which when measured would indicate ways to increase their performance.

The owners refrained from discussion on profitability and their pricing policy, including differential pricing formula. Most of the owners had invested their own money with working capital and the bank guarantee facility from banks. They displayed a demure reaction when queried about return on capital and one of them even said in jest that they would have been better off if they had put the money away in the bank as term investments. It is easy to conclude that returns on capital and consequently service and customer profitability are not segregated or rapidly measured on dynamic basis (such as differential pricing based on load in airlines or variation in price of Coca-Cola in vending machines depending on its strategic locations).

Equally, liquidity in terms of survival of the business was the core performance measurement indicator, which was sometimes positively related with revenue (Food & Computer) and sometimes negatively related (Beauty and Cake) as they felt that greater revenue puts greater pressure on liquidity. For them, it was more about maintaining status-quo and serving existing customers rather than venturing to get new customers.

In terms of capital gains, most microbusiness owners seemed to suggest that they expect to sell-off the business along with its goodwill for a price, which will act as a pension during their retirement years. Accordingly, most of them (especially the older ones) had at some time ventured out or monitored the probable valuation of their business. In fact some of them (Food, Beauty, Cake, Massage, Restaurant Travel and Chiropractor) had bought out their past employers who wanted to retire through a one time settlement pay-out, thus buying the business, its customers and associated goodwill. Most seemed to indicate (nobody categorically confirmed this) that they took on partners/employees in the business with this purpose in mind and also routinely inspected, examined or kept track of the market (through internal sources) to ascertain valuation of the business.

Overall, the microbusiness owners considered the following performance measurement factors (P) important for understanding the performance of their business as displayed in Table 4.24.

Table 4.24 Performance measurement dimensions of microbusinesses

Performance (P) equals to	Short-term	Long-term
Financial	Liquidity	Business re-sale value
Non-financial (business strategy)	Resource utilisation	Quality X Flexibility X Innovativeness

In summary of this section, the performance measurement system of a microbusiness hovers around an equal balance between financial and non-financial (business strategy) and short-term and long-term measure providing a quick and simple measurement system. These measures now provide a starting point for examining the impact of implementation of Facebook.

4.4.2.2 Incremental improvements to financial factors and business strategy differentiators were the yardstick for measuring Facebook performance.

Incremental improvements to the financial factors and business strategy differentiator of quality, flexibility, resource utilisation and innovation were observed through customer feedback and hence were considered valid Facebook performance measures. The purpose of this section is to examine the established microbusiness performance factors against the impact of Facebook. To achieve this purpose, the earlier established (4.4.1) measures of gain of customer and Facebook exclusive coupons is added to the performance measurement dimensions of microbusinesses (Table 4.24) for a comprehensive examination. To operationalise and better understand the impact of the factors their sub-factors are considered. Each sub-dimension is then examined for evidence of Facebook impact through empirical data and perceived opinion of the microbusiness owner. For the sake of a quick glance, the sub-dimensions of financial and business strategy and the corresponding methods that could be applied for measuring the impact of Facebook is listed in Table 4.25 (next page).

Table 4.25 Dimension of performance and measure impact of Facebook

	Dimension	Sub-dimensions	Measure impact of Facebook
Results	Competitiveness	Customer gains	Detectable growth for some
		Facebook exclusive coupons	Detectable growth for some
		Business re-sale value	Perceived positive change
		Liquidity	No perceived change
Determinants	Quality of service	Tangibles	
		Personnel and shop appearance	Comparative changes
		Orientation and location of sales channel	Up gradation – E-commerce
		Tools and equipment	Up gradation
		Reliability	
		Delivery of promise	Make efforts to obtain customer feedback. Address negative feedback
		Dependability	
		Accuracy – right the first time	
		Responsiveness	
		Promptness	Measure and request customer feedback. Address negative feedback
		Willingness	
		Readiness	
		Time to act	
		Assurance	
		Communication	Measure improvements in sub-dimensions of assurance by self-evaluation and customer feedback.
		Credibility	
		Security	
		Competence	
		Courtesy	
		Empathy	
		Understanding and knowing the customer	Make efforts to obtain customer feedback
		Access in terms of ease of contact	
	Flexibility	Volume flexibility	Make efforts to obtain customer feedback
		Delivery speed flexibility	
		Specification flexibility	
	Resource utilisation	Productivity	Advertise available resources and measure response
		Efficiency	
	Innovation	Service and process	Market intelligence, new products introduced
		Individual	

The customer feedback mechanism is a favoured method by all microbusinesses as they have face/name recognition of their customers and have physically met them. It is to be noted here that Facebook also facilitates feedback as Facebook performance but participants (microbusinesses) felt that it was superior to gain feedback directly wherever possible. This discussion is limited to measuring Facebook performance but microbusinesses were keener on understanding overall performance of their business rather than simply Facebook in conflict with the researcher's interest.

The microbusiness owners (all 21) perceived small changes in sales growth which could be attributed to Facebook. Some of them, for example, Homeopath and Computer, reported actual customer gains while others, for example, Cake, reported growth in reputation oriented activity, such as more participants for cake decorating classes. Overall, none reported any change in liquidity parameters after the implementation of Facebook. Almost all businesses besides Computer operated on a cash first basis and hence credit control was never an issue for them. However, it was not expected by any of them that there would be any impact on liquidity with Facebook. Hence, increase or decrease in liquidity was not considered as a performance measure for Facebook.

The owners who perceived that having a Facebook presence would boost the value of their business considered re-sale value quite positively. Nobody was sure in actual number terms but they were certain that Facebook presence with a sizeable number of followers establishes the reputation of their business, acted as social proof and consequently improved the overall valuation of the business. Actual circumstantial data, such as valuation of Facebook presence similar to brand valuation, goodwill valuation or intellectual property valuation, would have given a greater tangible basis for understanding this measure, but unfortunately no such data was forthcoming. Hence, for the moment increase in the re-sale value of the business was considered as performance indicator for measuring Facebook performance.

The improvement in quality of service of the business was also considered as a measure of Facebook performance. Quality of service was observed through five sub-dimensions of tangibles, reliability, responsiveness, assurance and empathy.

The tangibles dimension include the appearance of the personnel in the shop front, the appearance of the interiors of the shop, orientation and location of the shop and condition of tools and equipment. Any changes in the tangibles influenced by Facebook could be easily observed. Evidence of such changes were observed and ratified by the microbusiness owners as listed in Table 4.26.

Table 4.26 Evidence of tangibles as measure of Facebook performance

Participant	Changes in tangibles observed by the researcher and ratified by the participant
Food	Re-orientation of shop after observing photo on Facebook
Computer	Daily Facebook deals prominently identified
Cake	Wants to re-orient website and establish e-commerce channel
Beauty	Changes to equipment, layout, dress and products
Travel	No change
Florist	No change
Accountant	No change
Restaurant	Layout changes, appearance and dress change
Designer	Website changes, e-commerce presence – spread to other social media
Builder	No change
Homeopath1	Professional appearance changes
Chiropractor1	Professional appearance changes
Chiropractor2	No change
Mentor1	Website changes
Consultant1	Website changes – more professional business-like approach.
Midwife	Decided to collaborative with a group – have a tangible location (not home)
Naturopath1	Changes to layout, dress and products
Consultant2	Wants to establish a knowledge website
Mentor2	Spread to other social media
Massage	Changes to equipment, layout, dress and products
Hypnotherapist1	Professional appearance changes

Most tangible changes were related to shop front appearance, dressing of personnel, website appearance, foray in to e-commerce and spreading to other social media sites. Mapping these changes seems to suggest the impact of Facebook on the owner and in turn, the overall appearance and increase in sales channel of the business. The changes in tangibles were mostly prompted by

market intelligence gathered by observing similar businesses operating in other parts of the world and by information gathered from suppliers on Facebook. Hence, changes in tangibles are considered an important measure of Facebook performance.

The second sub-dimension reliability is operationalised through delivery of the promised service in a dependable manner and accurately, such that it was right the first time. Most participants opined that measuring the impact of Facebook on reliability is not straightforward. Facebook is perceived as a public domain tool wherein a disgruntled customer may post their grievances, such as not receiving the proper goods as promised, the wayward attitude of the owner or poor understanding resulting in delivery of wrong or non-expected goods. This could make the owner (and probably made them) extra cautious in making commitments of services and probably took extra caution to guard them against mistakes and faults. They are conscious now about-facing a public trail in presence of other customers probably resulting in loss of goodwill and reputation. The number of complaints received on Facebook would be an indicator of loss of reliability. Empirical evidence (examination of the number of complaints on both action research and online participants) shows that for all microbusinesses there were almost no complaints made on Facebook, which probably accounts for the tight control exerted by the owner. Reliability happens to be a huge competitive differentiator for microbusinesses. It was not perceived as a great measure for measuring Facebook impact. Microbusiness owners did not want to use Facebook to collect reliability data since they felt that face-to-face collection of such data enabled the problem to be quickly understood and sometimes the problem was resolved right way.

Owners were positive about measuring changes in responsiveness due to the implementation of Facebook. They reported an increase in responsiveness since they observed how other businesses on Facebook were quick to respond to their customers. Time taken to respond and acknowledge comments from customers was considered as a measure of responsiveness. Nevertheless, owners were concerned that this was not the only responsiveness that the customers expected since they equally wanted to respond to customer emails, phone calls and order

deliveries. Owners did not report any change in responsiveness in other aspects of the business due to the implantation of Facebook. Responsiveness similar to reliability was one of the most important differentiators helping microbusinesses to compete with larger businesses and within themselves making it a closely watched parameter. Since Facebook did not increase or decrease responsiveness remarkably in the overall business, it was not considered a significant indicator for performance.

The assurance sub-dimension was considered a significant performance measure since Facebook improved substantially with regard to the assurance dimension of quality in the business. This dimension, and the changes it had undergone due to implementation of Facebook, are discussed in great detail in 4.3.2.2 page 343. Facebook had a greater impact on assurance, hence it is considered a good measure to observe its performance. Participants voiced that the impact of Facebook on assurance could be measured through self-evaluation and direct external data collection from customers. As usual, participants felt that directly gauging this sub-dimension from the customers through discussion would be the most efficient method of understanding the impact. Overall, assurance was considered a good performance measure for measuring the performance of Facebook.

Finally, empathy, which is operationalised by understanding and knowing the customer and access in terms of ease of contact, did not have any impact with the implementation of Facebook. According to the owners, empathy was a virtue predominant in microbusinesses since it is one of its strategic competitive weapons and hence it does not expect any impact from Facebook. This makes empathy a poor measure for measuring Facebook performance. From the five sub-dimensions, quality, tangibles and assurance were found to be suitably sensitive in measuring Facebook performance.

The microbusiness owners opined that Facebook had no observable impact on flexibility and hence could not be considered a performance measure. In comparative terms (with larger businesses), microbusinesses are the cornerstone of volume, delivery speed and specification flexibility. This flexibility is demonstrated by all the microbusinesses investigated, such as all the family

members pitch in, especially busy days (Friday or Saturday nights for Restaurant, special occasions such as Valentines day for Cake and Florist) to manage the extra volume and delivery speed. In terms of specification, almost all the microbusinesses offered incremental modifications and customisation to their services. For example, Beauty performing a special nail treatment on request of a customer which does not normally form a general part of their specified services, Food ordering isolated merchandise on special request of their customer, Homeopath offering a special package for 'the Husband', and Hypnotherapist and Naturopath offering extra customised services for special patients. Besides occasional feedback by customers about their requirements on Facebook and sometimes businesses, trying to sell in the slack periods (Beauty advertising happy hours in the afternoon), as such the researcher did not observe any such activity, which warranted to be classified as influencing flexibility. The observed activities could be easily classified into innovative services and resource utilisation. Since the observation coincides with the opinion of the microbusinesses flexibility, it is not considered a performance measure.

Resource utilisation and innovation in services seemed to be influenced by Facebook, such that it augments the attempts made by the owners and hence was considered as a measure-to-measure performance of Facebook. There was ample evidence that Facebook assisted in improving resource utilisation as follows:

> ➤ Selling short dated stock by offering personal guarantee about its efficacy and goodness. Offering suggestions about services which were about to expire or at discount.

> ➤ Selling slack time at a discount to a target set of customer who may be highly interested at free of cost.

> ➤ Advertising slots available for short term jobs

> ➤ Advertising and selling of free times and infrastructure at discount for use by interested parties.

> ➤ Learning from similar businesses worldwide about best practices and getting motivated to improve access by increasing sales channels such as home visit or e-commerce.

Most microbusinesses agreed about the potential of Facebook in augmenting resource utilisation. It considered measuring efficacy of resource utilisation activities performed on Facebook as a good measure of its performance. Though

cumbersome when performed in a targeted manner, it could be easily measured internally in terms of the intended output, such as booking of slack time or sale of short dated stock.

Finally, innovativeness of services, such as adding new services after learning from other businesses elsewhere in the world and inputs from individual customers, may result in the addition of new services or products. Incremental improvements may also be observed through benchmarking and imitation even with Facebook posting. Direct evidence was available for innovation in services besides some incremental improvements, such as the addition of new treatments by Naturopath and Beauty. Owners perceived that Facebook did have the capability to induce innovation, such that Food added a number of products to its range after learning about its existence from similar businesses; and Cake undertook to procure decoration products and cake designs which were currently in vogue elsewhere in the world. Based on the evidence, it could be estimated that the owners could measure innovativeness internally by analysing how much they had changed through Facebook. In measurement terms, this would mean the number of new services or products introduced by the business over a period of time which could be attributed to Facebook. Thus measuring innovation of products and services due to the impact of Facebook could be a valid performance measure of Facebook.

In summary of this section, Facebook performance measurement factors are dependent on both financial and non-financial measures. Some of the measures are operationalised in the short term and other operates on the long term. Mostly customer feedback and self-assessment by the microbusiness owners are the process of measurement of the Facebook performance. The most important Facebook performance measure for microbusinesses and their attributes are shown in Table 4.27.

Table 4.27 Facebook performance measurement dimensions of microbusinesses

Facebook Performance (FP) measure	Short-term	Long-term
Financial	Coupon redemption New customer gain	Business re-sale value
Non-financial (business strategy)	Resource utilisation	Quality – Tangibles & Assurance Innovativeness

Despite customer gain mentioned as an important performance indicator, it is to be noted that not all participants reported a gain of new customers. Moreover, the participants who reported customer gain did not report regular and continuous gain of customer, such as an average of one or two per month.

4.4.2.3 The environment and business type influences business strategy consequently influencing the characteristics of Facebook performance measure.

The characteristics of Facebook performance measure was influenced and contingent upon two dominant factors: (a) business type (b) environment based on turbulence, uncertainty, complexity. These two factors were influenced to a certain extent by the choice of business strategy associated with differentiation of quality, flexibility, resource utilisation and innovation and hence indirectly subtly impacted the characteristics of the measurement system. The purpose of this section is to point out the influence of business type and environment of the focus of business strategy differentiator and consequently the characteristics of the Facebook performance measurements system. This section endeavours to establish that even within the microbusinesses there were significant differences in the use of the Facebook performance measurement system. For this purpose, it first classifies the participants based on the business type, their operating environment, chosen business strategy differentiator and then the impact on the nature of the Facebook performance measure shown in Table 4.28. Subsequently, the Facebook performance measures developed above in Table 4.27 is modified to include the influence of type of business and business environment.

Table 4.28 Characteristics of an ideal performance measurement system

Participant	Business Type			Environment			Business Strategy						Characteristics of performance measure					
	1	2	3	4	5	6	7	8	9	10	11	12	13 A	13 B	14 A	14 B	15 A	15 B
Successful																		
Homeopath	✓	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓
Computer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Food	✗	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cake	✗	✓	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓
Failed																		
Group1[16]	✗	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Group2[17]	✓	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓

Note:
1= Professional Service – high contact business – customers spend considerable amount of time in the service process.
2= Service Shop – medium contact business – between professional service and mass service.
3=Mass service – low contact business - many customers – equipment and product based e.g. train service, airport.
4= Turbulent - Associated with a market which is continuously dynamic and volatile (Glazer & Weiss, 1993).
5= Uncertain - Associated with a market which has high frequency of changes (Duncan, 1972).
6= Complex - Based on the number of services performed (Daft & Wiginton, 1979; Damanpour, 1996).
7= Service quality – "the totality… of the service…to satisfy a customer need" (Fitzgerald et al., 1991, p. 38).
8=Volume flexibility – ability "to respond to varying level of demand" (Fitzgerald et al., 1991, p. 58).
9=Specification flexibility – Degree of customisation.
10=Delivery speed flexibility – Responding to customers.
11=Resource utilisation – "…ratio of inputs to outputs (Fitzgerald et al., 1991, p. 78).
12 = Innovation – "…application of ideas and knowledge to meet a current or future market need" (Fitzgerald et al., 1991, p. 101).
13= (A) Information v/s (B) deals
14= (A) Gaining new customer v/s (B) servicing existing ones
15(A) = Qualitative examination of Facebook for perception of improvements in service quality, resource utilisation & innovation.
15(B) = Direct discussion with the customer for understanding impact of Facebook on service quality, resource utilisation & innovation.
16 = Florist, Restaurant, Builder, Garage and Party hire
17= Beauty, Travel, Accountant, Designer, Dance, Yoga, Chiropractor1,2&3, Mentor 1&2, Consultant1&2, Midwife, Naturpath1&2, Massage, Hypnotherapist1&2, Nanny, Gynaecologist, Homepath2 and Dentist1,2&3
The darker shades indicates greater presence/focus and lighter shades less

This complex table requires an explanation to understand its purpose and the cross-relationship between business type and environment with the performance measure of quality, flexibility, resource utilisation and innovation. This explanation is provided as follows:

In Table 4.28 the check marks (✓) indicates presence of a factor and the cross mark (✗) indicates absence of a factor. A lighter shaded box indicates lesser presence/focus and a darker shade box indicates stronger focus/presence. The table has five main columns: participants, business type, environment, business strategy and the nature of performance measure.

The first column lists the participants in order of successful and failed businesses. The second column classifies the participants into service types and has three sub-

columns: (1) Professional service (2) Service shop and (3) Mass service (for an explanation on each type see notes below the table). Homeopath and Group2 are distinct professional services while others are a hybrid of either two or even three (Computer) of the service types.

The third column specifies the market environment, which is sub-divided into three columns: (4) Turbulent (5) Uncertain and (6) Complex (for an explanation on each type see notes below the table). Computer falls in to all three categories but other businesses are not turbulent. Some of them (Homeopath and Group2) are uncertain while Food and Group1 have lesser uncertainty than the others do. All the microbusinesses were complex because of the multiple services provided by them.

The fourth column lists the business strategies having six sub-divisions: (7) Service quality (8) Volume flexibility (9) Specification flexibility (10) Delivery speed flexibility (11) Resource utilisation and (12) Innovation (for an explanation on each type see notes below the table). The six dimensions are competition strategies on which businesses compete for market share. By the virtue of their size and market environment, microbusinesses compete on all the six dimensions but with limited focus on volume flexibility and innovation.

The fifth column reports measurement methods applied by the participants and is divided into three sub-columns 13, 14 and 15. Column 13 is associated with the type of business, Column 14 with the market environment and Column 15 with the business strategy applied by the business.

Column 13 is sub-divided into two columns. 13A reports participants who used measurement related to reach of information and 13B reports participants who used measurement related to success of deals. Professional services such as Homeopath and Group2 had stronger focus on measuring the reach of information as indicated by darker shades in column 13A. On the other hand, Food and Group1 had stronger focus on measuring success of deals as indicated by darker shades in column 13B and lighter focus on measuring of information reach as indicated in column 13A. Computer, being hybrid (Column 1, 2 & 3), had focus on measuring both reach of information and deals as indicated in Column 13A

and B. Cake though being a service shop had some elements of professional service and accordingly focused on measuring information reach as indicated in 13A.

Column 14 is sub-divided into two columns: 14A lists participants who measured gain of new customers and 14B lists participants who measured Facebook's capability to service existing customers. Homeopath, Computer, Food, Group1 and Group2 had greater focus on measuring the capability of Facebook in attracting new customers. Computer, Cake and Group 2 focused on finding out the capability of Facebook to service existing customers.

Lastly, column 15 reports dual external and internal measurements used by participants to measure impact on business strategy. Column 15A reports participants who use qualitative examination of Facebook correspondence and Column 15B reports participants using direct face-to-face interaction. Computer, Food and Group1 evaluated the Facebook script to identify and measure Facebook's capability to support their business strategies. Homeopath, Cake and Group2 used face-to-face interaction to measure the impact of Facebook on their business strategy. Overlap between 15A and 15B was observed for all participants.

Table 4.28 shows that the three factors, namely business type, environment and business strategy, guided the selection of how, why and what of the performance measurement system. First, there was differences between how professional services and service shops differ by the virtue of the differences in their application of Facebook. Second, the uncertainty in environment shows why there is a difference between the measurement approaches among the participants. Finally, the similarities in the focus of the competitive business strategies among the diverse microbusinesses made the task most difficult in selection of what to measure, as all the six strategies (service quality, volume, delivery speed and specification flexibility, resource utilisation and innovation) were almost equally important. As established earlier (4.4.2.2 p.369), flexibility is left out since microbusinesses did not find it relevant in the context of Facebook performance measurement. The influence of the three factors' (business type, environment and business strategy) correlation and trade-off between them and their impact on the measurement system is explained as follows:

> ➢ Professional services focused on measuring information reach and spread while service shops focused on measuring the popularity of deals made on Facebook.

> ➢ Participants operating in uncertain environments measured new customer gains from Facebook and those in stable environments measured capability of Facebook to serve existing customers.

> ➢ Professional service focused more on face-to-face interaction with the customer to measure the impact of Facebook.

Professional services such as Homeopath focused more on sharing information rather than deals as with service shops (Food and Computer) (see Table 4.28). Professional services were characterised as high contact businesses with greater customisation and adaptability over service shops, which have relatively lower contact and limited customisation. The method of measuring performance in service shops which focused on deals was simpler. Service shops counted the number of customers which used the deal, but with professional services, it was just the perception of the owner along with some metrics, such as number of likes on the post, reach and comments. Cake, rather than giving information, draws information, such as ideas on new cake designs and current trends from cake businesses all over the world. The performance measure for Cake was dependent on the qualitative perception of the owner.

Homeopath, Computer and Food operated in an uncertain environment which led to their focus on trying to gain new customers to overcome uncertainty (see Table 4.28). Uncertainty is associated with continuous changes in the market place. Computer, which sells technology products, operated in a turbulent and uncertain environment. Turbulent means a dynamic and volatile market with a short product life cycle. Uncertainty for Homeopath originates from their business nature of helping pregnant woman. Repeat business is scarce. Food operates on the idiosyncrasies of its customer's choice with regular demands for in-vogue products. By definition, all microbusinesses are complex organisations since they offer a number of services to their customers which are in almost all cases highly customised to the individual's needs. Accordingly, Homeopath, Computer and Food measured performance of Facebook based on its capability to gain new customers. They also had limited focus on servicing existing customers (see Table 4.28) but did not attempt to measure Facebook's capability in achieving it.

Cake on the other hand solely focused on servicing existing customers and measured this through the reach of each post, responses to customer posts and sometimes through face-to-face conversation with customers in the shop.

Participants used the dual method of (a) analysing Facebook correspondence and, (b) face-to-face enquiry with the customer to analyse the impact of Facebook on the determinants of business strategy, such as service quality, resource utilisation and innovation. However, professional services showed a greater inclination to speak with their customer directly rather than service shops. This may be due to the inherent nature of their business wherein they know the customer more intimately since they have greater contact than their counterparts, such as service shops.

In summary of this section, the application of Facebook performance measures differed subtly with the business type, and environment and strategy in the short-term measures. Professional services focused more on information research (resource utilisation) than the service shops. Higher uncertainty in the business environment made the businesses seek new customers and service shops focused on coupon redemption to analyse short performance. In the long-term, there were no observable differences. There were small differences in the process of measurement, such that professional services focused more on direct customer interaction to measure performance and the service shops analysed the Facebook communication.

The influence of the business type and environment is updated in to the earlier developed Facebook performance measure (Table 4.27 p.377) to make the measures more tangible, real and comprehensive as show in Table 4.29.

Table 4.29 Impact of business type and environment on Facebook performance measurement

Facebook Performance (FP) measure	Short-term[1]	Long-term
Financial	Coupon redemption[2] New customer gain[3]	Business re-sale value
Non-financial (business strategy)	Resource utilisation[4]	Quality – Tangibles & Assurance Innovativeness

Note:
1 = Business type and environment impact the short-term measures. Long-term measures do not show any impact.
2 = Service shop show greater inclination towards this measure rather than professional services.
3 = Uncertainty in the business environment makes businesses to focus more on new customer gain.
4 = Professional services show greater inclination towards measuring the information reach as an indicator of resource utilisation.

The performance measures as shown in Table 4.29 now reflect the impact of service business type and the operating environment which caused subtle changes in performance measurement and approaches by the microbusinesses.

4.4.2.4 Evidence of customer orientation (assistance to buy or resolve problems of the customers) on Facebook provided a method to measure performance of Facebook.

Facebook created greater customer orientation, especially when the business was operating in a relatively turbulent and uncertain environment. The changes in the degree of customer orientation were observed and considered a probable performance measure for Facebook.

The purpose of this section is to examine the role of customer orientation and the impact of business type and environment on the Facebook performance parameters. Customer orientation means the level of impartial information, such as independent review and advice imparted by the business to its customers which will assist them to take an educated decision. Such information is necessarily unbiased expert opinion sometimes capable of backfiring, such as delaying or abandoning the decision to purchase. This information was measured by qualitative analysis of the Facebook post made by the participants. As shown in Table 4.30, the analysis of the four successful participants showed a distinct relationship with the competitive environment.

Table 4.30 Relation between competitive environment and customer orientation

Participant	Competitive Environment			Degree of competition[4] High/Low	Degree of customer orientation[5] High/Medium/Low
	Turbulent[1]	Uncertain[2]	Complex[3]		
Computer	✓	✓	✓	High	High
Homeopath	✗	✓	✓	High	High
Food	✗	✓	✓	High	Medium
Cake	✗	✗	✓	High	Low

Note:
1=Turbulent is associated with a market which is continuously dynamic and volatile (Glazer & Weiss, 1993).
2=Uncertainty is associated with a market which has high frequency of changes (Duncan, 1972).
3=Complexity is based on the number of services performed (Daft & Wiginton, 1979; Damanpour, 1996).
4=Degree of competition is based on number of competing businesses available in the local region. More than 2 indicate a "high".
5=Indicates a customer orientation by sharing of vital information which will enlighten the customer and assist them to take better informed decision. Providing assistance to resolve customer problems via Facebook (Saxe & Weitz, 1982).

In comparative terms, participants who had higher turbulence and uncertainty in the business environment displayed a greater degree of customer orientation on Facebook than the others did. This was consistently observed for all the business types but more so for professional services-oriented business, such as Homeopath and to a certain degree service shop (Computer), which also had an inclination towards professional services showing a higher degree of customer orientation than service shops. This observation was consistent with the online participant observation; such participants also displayed similar customer orientation. Most professional service business participants voiced that providing impartial and genuine advice to their customer was of paramount importance for their business and connected with their reputation. Facebook provided them with the opportunity to display marksmanship by sharing relevant advice for making better informed decisions. Hence, the degree of customer orientation can be considered to a certain extent a valid measure for measuring Facebook performance.

The empirical evidence and perception of the owner seemed to suggest that customer orientation should be one of the Facebook performance measure as an independent rather than being merged with assurance. However, within assurance, the concept of credibility (having customer's best interest at heart) is almost similar to customer orientation. The differentiating factor between credibility (having customer's best interest at heart) and customer orientation lies in the dynamic proactive nature of this measure in disseminating information which

enables the customer to make the best decision. The measure credibility (having customer's best interest at heart) is reactive and non-dynamic in nature, mostly satisfied with providing the best service with the delivery parameters. Accordingly, customer orientation finds a specific mention in Facebook performance measures as a measure, which matter most to the microbusiness. The Facebook performance measures as established in Table 4.27 page 377 and modified in Table 4.29 page 383 are now further modified to include customer orientation as shown in Table 4.31.

Table 4.31 Impact of business type and environment on Facebook performance measurement

Facebook Performance (FP) measure	Short-term[1]	Long-term
Financial	Coupon redemption[2] New customer gain[3]	Business re-sell value
Non-financial (business strategy)	Resource utilisation[4] Customer orientation[5]	Quality – Tangibles & Assurance Innovativeness

Note:
1 = Business type and environment impact the short-term measures. Long-term measures do not show any impact.
2 = Service shop show greater inclination towards this measure rather than professional services.
3 = Uncertainty in the business environment makes businesses to focus more on new customer gain.
4 = Professional services show greater inclination towards measuring the information reach as an indicator of resource utilisation.
5 = Professional services who operate in uncertainty and turbulence will show greater inclination towards customer orientation.

The developed Facebook performance measurements system now includes customer orientation as a short-term non-financial measure signifying business strategy.

4.4.3 Facebook indirectly influenced survival by meeting esoteric aims of the owner.

Facebook had no direct impact on survival of the business in terms of increase in liquidity but it assisted in survival related activities, such as meeting the esoteric aims of the owner. The purpose of this section is to examine the role of Facebook in microbusiness exclusive five performance measures such as listed below:

> ➢ Meeting the esoteric aims (altruistic goals, status consideration, and professional pride) of the owners.

> ➢ Dynamically re-setting objectives by perceiving changes in the external and internal constraints (earlier discussed as flexibility).

> ➢ Observing and measuring day-to-day performance.

> ➢ Establishing leadership.

> ➢ A general perception about spirit of transaction.

These performance measures are mostly non-financial and non-tangible in nature and hence perception of the owner on the impact of Facebook is considered important rather than any observable tangible evidence. It is necessary to mention that flexibility in terms of volume, specification and delivery is different from dynamically re-setting objectives by perceiving changes in the external and internal constraints (explained later). The first measure despite being called esoteric (objectives which are generally impenetrable) the researcher could glean some insight in to such aims of the participants (because of close contact with them) as listed in Table 4.32.

Table 4.32 Esoteric aim-meeting capabilities of Facebook

Participant	Altruistic goals	Status consideration	Professional pride
Food	Delight the local expatriate community	Build status amongst the ethnic expatriate population and as well in the home country.	Displaying business acumen resulting in social esteem.
Computer	Assistance in improvement of the specific ethnic community	Build status amongst the ethnic expatriate population and as well in the home country.	Increases skill through sharing of knowledge with experts in the field.
Cake	Give back to the society through transfer or knowledge via community activities	Build status amongst the local Cake community.	Increases skill through sharing of knowledge with experts in the field.
Homeopath1	Contribute to the well-being of woman	Build status amongst the nursing and midwife community.	Increases skill through sharing of knowledge with experts in the field.

The select owners agreed that Facebook had helped them in augmenting the esoteric aims of doing the business, such that it indirectly assisted in fulfilling the

altruistic goals and improving status and professional pride. In that sense, Facebook had indirectly assisted in improving the survival aspect of the business by augmenting the esoteric aims of the owners. This way of indirectly allocating esoteric aims to survival seemed to suggest a method to measure Facebook performance.

The second measure of dynamically re-setting objectives by perceiving changes in the external and internal constraints were related to local market conditions and the ability to meet the fluctuations in demand. This measure was different from flexibility since it was more dynamic and observable almost on a continuous basis as opposed to flexibility, which may be associated with market size and demand fluctuations, including seasonal and festival demands.

Facebook provided very little assistance in understanding or meeting these short-term constraints as listed in Table 4.33. Owners opined that the main external constraint could be grouped in to environment, weather and emergencies. The environmental constraints were opportunities or sometimes limitations to conducting normal business. Such environmental constraints were local community events; sporting events organised in the nearby grounds; shops that are located near the school experience demand peaks during school starting or closing times; charity events and demand centred on Saturday bazaars. To perceive changes in demands the owners constantly monitored these events. They sometimes decided different closing/opening times and other occasions, queuing or stock out situations, were necessary to manage demand. Similarly, changing weather conditions and local emergencies may play havoc with demand prediction, which is constantly managed by the owners. The internal constraints were associated with the external constraints such that if demand increases swiftly they might not have the necessary liquidity to procure stock to manage this demand. Facebook provided no assistance in either managing or maintaining internal constraints and hence external and internal constraints were not considered as an indicator of Facebook performance.

Table 4.33 External and internal constraints

External constraint	Facebook Assistance	Internal constraint	Facebook assistance
Environment[1]	Small assistance	Liquidity	No assistance
Weather[2]	Small assistance	Stock	No assistance
Emergency[3]	Small assistance	Staff	No assistance

Note:
1 = Local community events, sporting events, school opening and closing times, charity events, Saturday bazaars
2 = Changing weather condition – Cold, raining
3 = Local emergency such as major accidents, road closure and family emergency

Facebook had a limited role in measuring day-to-day short-term performance of the business. The owners themselves closely monitored such performance and they had established, working systems in place for order deliveries. They did not see any role of Facebook in assisting this process and since this was crucial for the business, no compromise or experiments were permitted. To cite a few examples:

> ➢ Order delivery or processing could not be put on Facebook due to customer privacy reasons.
> ➢ Midwife could simply post results of the month — the number of births for that month. Others avoided giving such data, such as number of patients treated or number of deliveries made since they felt such information would be counterproductive.

Focused monitoring of a single order was not possible through Facebook hence overall observing day-today performance was not considered a Facebook performance measure.

As repeatedly covered earlier, Facebook did assist in establishing the reputation of the business and in addition to that, it helped the owners to display their leadership and knowledge in public forums. It may also have helped in showing leadership skills, such as effectively dealing with irate and distraught customers. However, the researcher did not find any evidence of such activity on the examination of Facebook. In fact, most owners requested customers to email them their problems rather than dealing with it right there on the post. Hence, display of leadership was not considered a performance measure for Facebook.

Finally, Facebook had no impact on the spirit of transaction. The owners did not perceive any change in enthusiasm of the customers, the quantity they bought or the frequency at which they bought after the implementation of Facebook. In

terms of the tangible, non-financial measures, most owners opined that reliance on the phone was reducing due to text messages or emails from the customers. However, for some, such as Restaurant or Beauty, the phone was the primary method of order booking while for others direct in-shop method was the most popular method of sale. Whatever the method, phone, email, text or in-shop, implementation of Facebook showed no significant measurable changes to be considered as a performance measure. Facebook did not change the level of busyness of their business before and after to any measurable noticeable levels to warrant it as performance measure. Counting of cash had been almost a discounted practice since the advent of electronic fund transfer but in that sense the daily ultimate sales figure from the 'till' was considered by the microbusiness owners a significant indicator of business performance. However, all of them confirmed that introduction of Facebook did not show any increase in overall cash and hence not considered as indicator for performance. Overall, tangible non-financial measures are not good indicators of Facebook performance and quality as established earlier is the sole non-tangible non-financial indicator of performance.

In summary of this section, out of the five microbusinesses, specific measures for measuring performance of their business, meeting the esoteric aims of the owners was found to impact Facebook performance. Esoteric aims are generally associated with survival of the business itself since a dissatisfied and unhappy owner cannot successfully run the business for an extended period. Esoteric aims associated with altruistic goals, status consideration and professional pride cannot exist in vacuum (without financial success). Therefore, it was considered as financial but indirect Facebook performance measure. To explain this better, a business running in loss and on the verge of being bankrupt cannot possibly meet the esoteric aims of the owner, thus justifying its indirect link with survival in terms of financial solvency. This final measure can be added to the initially developed Facebook performance measures as established in Table 4.27 page 377 and subsequently modified twice in Table 4.29 page 383 and Table 4.31 page 385 to a comprehensive Facebook performance measure for microbusinesses as shown in Table 4.34 page 390.

Table 4.34 A comprehensive Facebook performance measurement system for microbusiness

Facebook Performance (FP) measure	Short-term[1]	Long-term
Financial (direct and indirect)	Coupon redemption[2] New customer gain[3]	Business re-sale value Survival[4]
Non-financial (business strategy)	Resource utilisation[5] Customer orientation[6]	Quality – Tangibles & Assurance Innovativeness

Note:
1 = Business type and environment impact the short-term measures. Long-term measures do not show any impact.
2 = Service shop show greater inclination towards this measure rather than professional services.
3 = Uncertainty in the business environment makes businesses to focus more on new customer gain.
4 = Facebook indirectly impact survival by meeting the esoteric aims of the owner.
5 = Professional services show greater inclination towards measuring the information reach as an indicator of resource utilisation.
6 = Professional services who operate in uncertainty and turbulence will show greater inclination towards customer orientation.

The above table now reflects an empirically sound and comprehensive method to measure Facebook performance in microbusinesses.

4.4.4 Summary of findings about Facebook performance measurement system.

This section set out to develop an empirically ratified Facebook performance measurement system along with the process of measurement so that it can easily and quickly be implemented in the microbusiness. A Facebook performance measurement system has been established based on the process of elimination by sieving to find out the most relevant for microbusinesses parameters which affect Facebook. The performance of Facebook can be measured as follows:

➢ Existing social media metrics and models are incapable of providing reliable performance measures. Facebook metrics were isolated indicators of performance and performance models were complicated and provided distorted results.

➢ A blend of financial and non-financial measures comprised Facebook performance measurement system.

➢ Liquidity, re-sale value and business strategy differentiators are most important for microbusinesses in measuring general performance.

➢ Incremental improvements to financial factors and business strategy differentiators were the yardstick for measuring Facebook performance.

➢ The environment and business type influences business strategy consequently influencing the characteristics of Facebook performance measure.

➢ Evidence of customer orientation (assistance to buy or resolve problems of the customers) on Facebook provided a method to measure performance of Facebook.

➢ Facebook indirectly influenced survival by meeting esoteric aims of the owner.

The Facebook performance measurement system (Table 4.34 p.390) uses a blend of financial and non-financial measures which takes into consideration the operating environment, type of businesses and the characteristics of the microbusiness owner. The findings help in answering the final (ninth) sub-research question: how can performance of social media be measured?

4.5 Summary of Findings

This section serves as a repetition of the main findings summarised in each sub-section above. It contains four tables similar to the theoretical framework (2.5 p. 143) as below:

Table 4.35 Findings associated with the initiation, adoption and adaptation of Facebook

The adoption and adaptation process of Facebook

- ➢ The process management (plan-do-check-act) and precautionary adoption method lacked processes for assisting intervention.
- ➢ Probing analysing and resolving concerns of the participants facilitated adoption.
- ➢ Greater collaboration with the researcher facilitated adoption
- ➢ Participants who had higher concerns were more successful in adoption.
- ➢ Participants who attained the integrated level of use were more successful in adoption

Effective training techniques for microbusiness

- ➢ Quick start training and self-training methods both proved to be effective training techniques that enabled owners to adopt social media successfully.
- ➢ The quick start training features of customisation and on-site training were most favoured by microbusinesses. Most of the participants learnt and used the skills, which they gained during the quick start training process.
- ➢ The self-training features of learning by doing and link with the market were identified as the most important technique by the microbusiness owners. Other features such as control over the training process and the assistance provided in terms of understanding competence and recognising limitations were found beneficial.
- ➢ The training techniques improved productivity and had a qualitative impact on the work environment.
- ➢ The training impact model could accurately predict the value of expected gains, in this case the gain in number of customers through Facebook.

Learning method suitable for microbusiness

- ➢ The principles of experiential learning and adult learning helped the microbusiness owners to quickly adopt and use social media successfully.
- ➢ The participants reported that solving real problems (such as increasing likes on the Facebook) by constructing their own knowledge with the help of their experience and past knowledge (such as building their email database or mail list database) was the most sought after feature of the learning process.
- ➢ Addressing 'what they needed to know' along with incremental informal learning improved the learning process.
- ➢ Double loop learning helped successful participants by experimenting and altering their existing business processes to take advantage of Facebook.
- ➢ Participants who complimented their learning ability of concrete experience with personal and social knowledge were more successful. They were able to use their reflective observation to actively experiment with their personal and social knowledge for better learning of Facebook use.

Table 4.36 Findings associated with the individual specific factors that influenced Facebook acceptance, use and incorporation

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Individual factors of need for use, actual use and continued use

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Need for use

- ➢ Need for use (extrinsic motivation) actual use (usefulness) and continued use relate to success in marketing

- ➢ Sales and marketing was the most dominant need for use followed by social proof and increase in reputation.

- ➢ Campaigning (promotion of services) and social climbing (sharing of special knowledge) was the primary motivation to use Facebook.

- ➢ Facebook did not serve as medium for connection with weak ties.

- ➢ The quantitative data of followers and comments signified social proof for the microbusinesses.

- ➢ Professional services endeavoured to increase their reputation through Facebook.

Actual use

- ➢ Usefulness of Facebook determined its actual use moderated by effort in use along with facilitating condition and self-efficacy.

- ➢ Usefulness was experienced in order of improved communication, fitness and richness of the Facebook medium in the marketing services of the business.

- ➢ Facebook was treated as one of the marketing medium working in cohort with other medium.

- ➢ Preparing content and developing a user base hindered actual use.

- ➢ Facilitating condition such as hype about Facebook and self-efficacy of the microbusiness owner in terms of their belief about Facebook's future as a marketing tool also moderated actual use.

Continued use

- ➢ A positive attitude towards Facebook due to multiple positive experiences of usefulness ultimately leads to habit of use.

Individual factors of characteristics and personality

- ➢ Successful participants were adaptors who are creative and non-conformist in nature.

- ➢ Optimism and less insecurity about technology helped successful adoption.

- ➢ Professionally qualified people seem to perform poorly on Facebook but this is debatable.

- ➢ Age and experience have no relation with successful Facebook use.

- ➢ Extroversion and emotional stability do not predict success on Facebook. Qualities such as talkative, spontaneous, warm, flexible, reliable, uninhibited, imaginative and creative are considered as a requirement for Facebook.

Challenges

- ➢ Context related challenge and maintaining a mental mode was the most dominant challenge for microbusinesses.

Table 4.37 Findings associated with the organisation specific factors that influenced Facebook acceptance, use and incorporation.

Organisational factors – Type of business

> ➢ Tangible dominant businesses having low interaction, contact, customisation and judgement more successful on Facebook.

> ➢ Greater the degree of intangibility lesser the use of Facebook. Tangible services have a better scope to affect mind through photos and videos assisting in formation of an image of the business.

> ➢ Greater the degree of interaction between the customer and the business lesser the success in use of Facebook.

> ➢ Low contact services more successful than high contact service businesses.

> ➢ Greater the degree of customisation lesser the use of Facebook.

> ➢ Lesser need for confidentiality and privacy fuels Facebook interaction.

> ➢ Extend of judgement and channel of service delivery impact Facebook use.

> ➢ Service shops more successful than professional services in Facebook use. Click and mortar businesses maybe more successful than brick and mortar businesses.

Organisational factors – relationship marketing

> ➢ A positive unidirectional relation was observed between relationship marketing and Facebook. Greater levels of relationship marketing improve the probability of success of Facebook use and vice-versa Facebook use improves the relationship marketing by improving service quality.

> ➢ Greater the service quality higher the success with Facebook.

> ➢ Facebook had a positive effect on the assurance dimension of service quality.

> ➢ Participants experienced skill development and gain of knowledge resulting in a positive impact on their overall competence.

> ➢ Participant perceived an improvement in courtesy levels especially in accepting failures and dealing with irate customers.

> ➢ Communication capability of the participants had increased in terms of listening, reading, writing and efficient use of language.

> ➢ Believability, trustworthiness and reputation were the highest rated credibility establishing quality of Facebook.

> ➢ Social presence makes the customer confident and allures a sense of security.

> ➢ Facebook had a positive impact on quality dimensions of Tangibles.

Table 4.37 Findings associated with the organisation specific factors that influenced Facebook acceptance, use and incorporation. (continued)

Organisational factors - Task characteristics and organisational activities

- ➢ Facebook activity is related to task and organisational activity.

- ➢ Task analysability and variety determines Facebook activity of reputation or marketing. Businesses with greater task variety and lesser analysability (usually professional services) have qualitative, forward looking; new information oriented and off- line connected Facebook activity.

- ➢ Organisational activities of professionalism, specialisation, formalisation, centralisation and external communication seem to have a positive relation with Facebook activity.

- ➢ Facebook had a positive effect on professional activity and specialisation by improving communication with customer.

- ➢ Greater the intangibility and customer contact of the service business higher the need for display of specialisation and professionalism in Facebook activity.

- ➢ A formalised approach such as mandatory Facebook use each day was found beneficial for continued effective use.

- ➢ Low professionalism, high formalisation and high centralisation assisted Facebook adoption

- ➢ Facebook made incremental changes to the advertising and selling processes of the microbusiness.

Table 4.38 Findings associated performance measurement that influenced Facebook acceptance, use and incorporation.

- ➢ Existing social media metrics and models are incapable of providing reliable performance measures. Facebook metrics were isolated indicators of performance. Performance models were complicated and provided distorted results.

- ➢ A blend of financial and non-financial measures comprised Facebook performance measurement system.

- ➢ Liquidity, re-sell value and business strategy differentiators are most important for microbusinesses in measuring general performance.

- ➢ Incremental improvements to financial factors and business strategy differentiators were the yardstick for measuring Facebook performance.

- ➢ The environment and business type influences business strategy consequently influencing the characteristics of Facebook performance measure.

- ➢ Evidence of customer orientation (assistance to buy or resolve problems of the customers) on Facebook provided a method to measure performance of Facebook.

- ➢ Facebook indirectly influenced survival by meeting esoteric aims of the owner.

Chapter 5 Discussion

This research agrees with the information system implementation process (Kwon & Zmud, 1987) to find that social media adoption follows the six-phases of initiation, adoption, adaptation, acceptance, use and incorporation. It agrees with the suggestion as shown in Figure 5.1 that five factors such as individual, organisational, environmental, technological and performance measurement (Kwon & Zmud, 1987) supported by others ((Damanpour & Evan, 1984; Damanpour & Schneider, 2006; Damanpour et al., 1989, 2009; Damanpour, 1991; Han et al., 1998) contribute to the successful efforts to introduce technological innovations in to organisations.
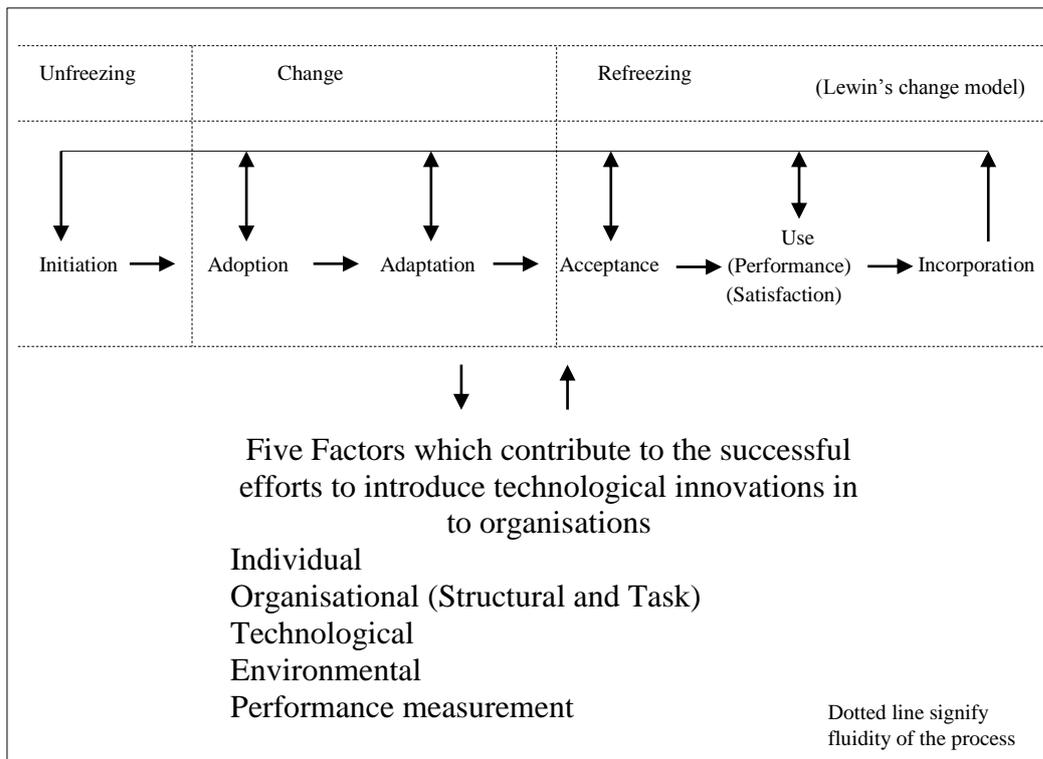
Figure 5.1 The information system implementation process

It is significant to note the information system implementation process (Kwon & Zmud, 1987) conceived almost twenty five years ago has been found to be valid

and effective for new technology such as social media and in an equally unique context of microbusiness. Having found the factors and the six-phase adoption process effective for social media adoption by microbusinesses the researcher claims to have extended this extant and seminal literature.

This discussion chapter aims to provide linkages to existing knowledge (as reported in the literature review) with the findings to agree, disagree, extend and identify new knowledge arising out of this investigation. Maintaining consistency with the two groups of the six step process [initiation, adoption, and adaptation (unfreezing and change) and use, acceptance and incorporation (freezing)] the linkage to existing knowledge follows the same layout and attempts to answer the research questions in the order it has been conceived. Within each subsection, a table is provided which lists the agreement/disagreement, extension and new knowledge for quickly observing the main points.

This chapter is divided into four parts (consistent with the chapters on literature review and findings). The first part is concerned with establishing linkages to existing knowledge about initiation, adoption and adaption of social media, and the remaining three parts are devoted to use, acceptance and incorporation of social media. This research is classified exploratory based on the quantity of agreement/disagreement (13+4), extensions to knowledge (13) and new knowledge (18). The focus of each main subsection is to present a theory associated with that section, such as a social media adoption method for microbusinesses, a theory of individual factors controlling social media adoption, a theory of organisational factors controlling social media adoption and a theory for measuring performance of social media. Being exploratory research, the theory generated is unique and open to large-scale empirical investigation. Overall, this research finds agreement with its social media implementation process for microbusinesses, which includes the six phases and five variables as shown in Figure 5.2. This figure is the pictorial presentation of the social media implementation process in microbusinesses conceived from the literature and ratified by the findings of this research.
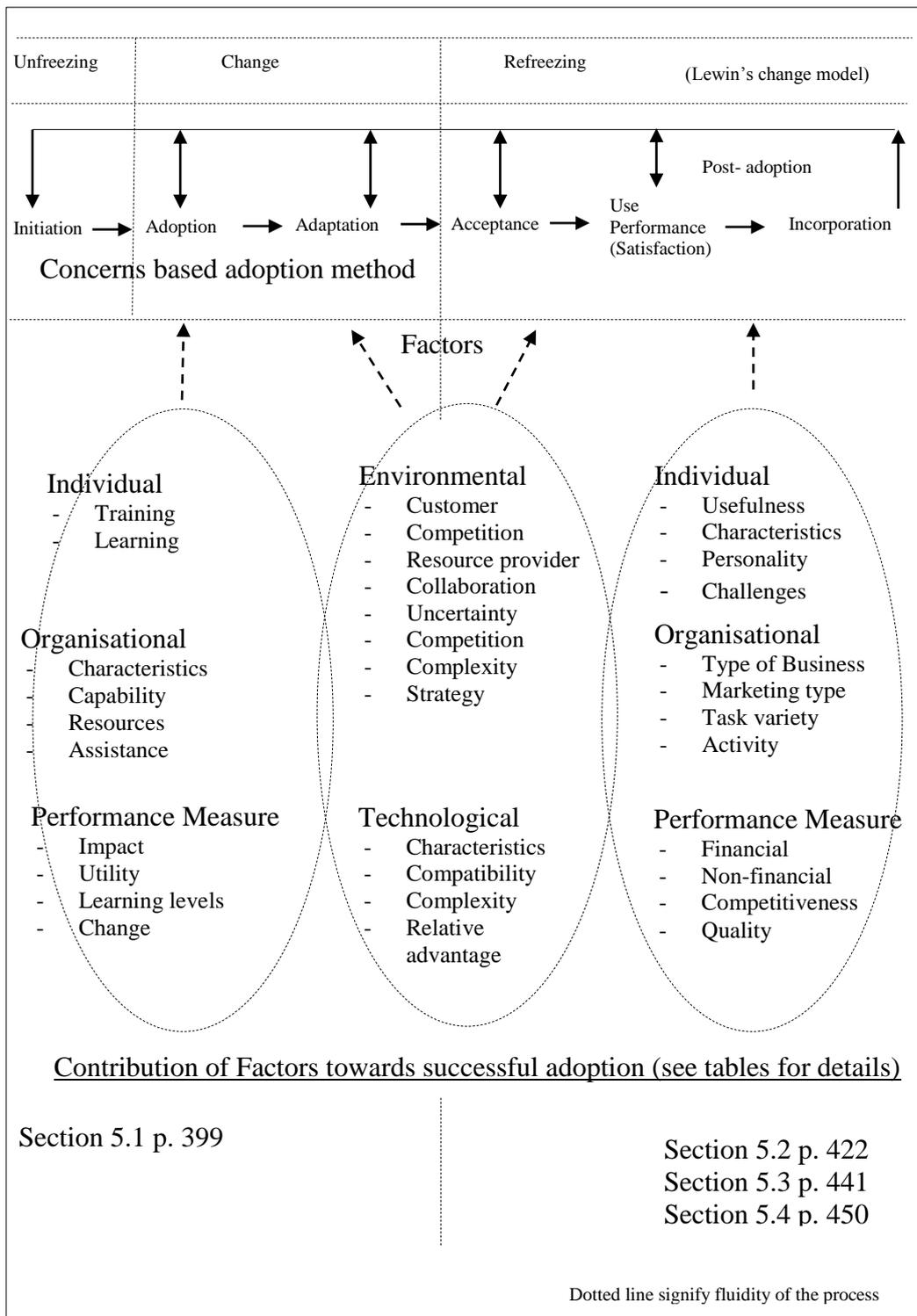
Figure 5.2 The social media implementation process for microbusinesses

5.1 A Social Media Adoption Process Method for Microbusinesses

This research develops new knowledge in the form of a social media adoption method, which can be generalised to the technology adoption method for microbusinesses and subsequently for small and medium businesses. This adoption method is shown in Figure 5.3.
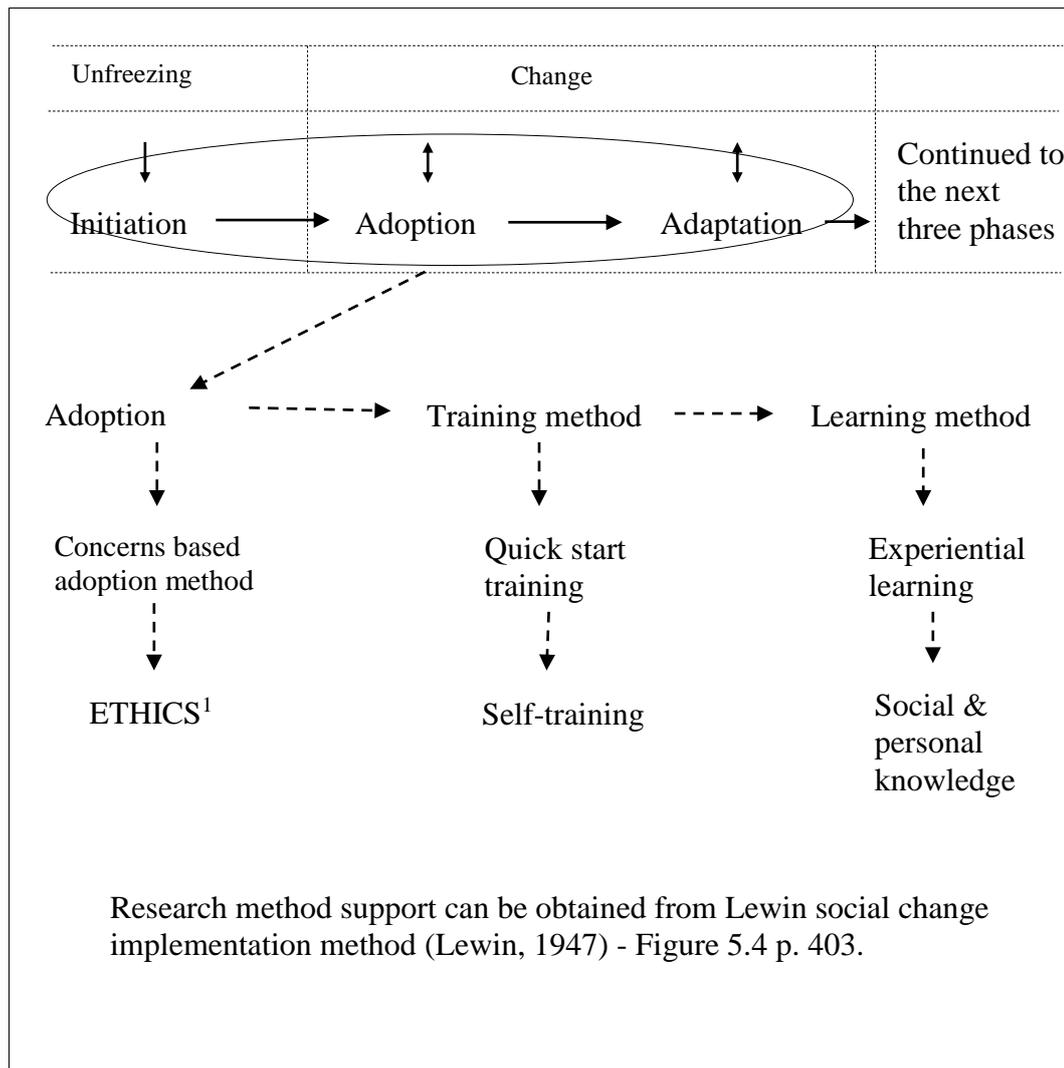
Figure 5.3 A social media adoption method for microbusinesses (new knowledge)
Note: 1 = ETHICS = Effective Technical and Human Implementation of Computer-based Systems (ETHICS) (Mumford, 2001)

The overall adoption method is construed as new knowledge since it is an amalgamation of existing knowledge, and put together, works as a powerful method to introduce technology in microbusinesses. The three components are examined in three subsections for their linkage to existing knowledge.

5.1.1 Undisputed superiority of the concerns based adoption method for technology adoption.

The superiority of the concerns based adoption method over other methods was found to be consistent with the existing claims (Table 5.1 p. 400), such as it was found as the most appropriate method over the precautionary adoption method and plan-do-check-act method (Table 5.5 p. 401). The latter is the most dominant method used by business mentors and social media consultants for propagating adoption amongst small businesses (Table 5.5). This research gives them (business mentors) and existing microbusiness researchers (Table 5.4 p. 402) as well as aspiring microbusiness researchers a different method for implementing information systems in micro and small businesses using concerns based adoption method.

Table 5.1 Controlling literature on the concerns based adoption model

Author	Purpose/Findings
(Hall et al., 1973)	Earliest conceptualisation of the concerns based adoption method for assisting innovation/change adoption.
(Hall & Hord, 2011)	An updated version of the original concerns based adoption method.
(Anderson, 1997)	A meta analytical review of the concerns based adoption method. It observes that, the method has been used in variety of applications, but little evidence of improvement to the original method.

The concerns based adoption method itself is extended in the following ways:

- ➤ By the use of Effective Technical and Human Implementation of Computer-based Systems (ETHICS) (Mumford, 2001) to initiate and maintain the collaboration between the participant and resource provider, which was a limitation of the concerns based adoption method.
- ➤ By the specification of a training method in the form of quick start training and self-training to augment the concerns based adoption method which solely specifies training but not the method of training.
- ➤ By the specification of the learning method in form of experiential learning. The concerns based adoption method refrains from categorically specifying any learning method despite the method's target population being adults.

In doing so it answers the call for improvements and enrichments in the concerns based adoption method (Anderson, 1997) despite its original authors (Table 5.1) refining it on several occasions. The extensions of the concerns based adoption method are based on taking the unanswered bits of the method (as experienced by the researcher) and filling it with valid techniques for development of a more robust method.

This research fills the void of a suitable process method in the information system technology adoption literature by the use of concerns based adoption method borrowed from the education discipline. As evident from the sparse investigations in Table 5.5 p. 401, the information system literature lacks a process model of technology adoption and most efforts (Table 5.3 p.402) seek methodological solutions, such as canonical action research for implanting technology.

Table 5.2 Select investigations of technology adoption methods

Authors	Description of the method
(Martilla, 1971)	Finds that word-of-mouth communication and impersonal information are deciding factors in the industrial adoption process.
(Ozanne & Churchill, 1971)	It examines the industrial adoption process of innovation using the five-dimension model of awareness, interest, evaluation, trial and adoption. It finds little support for the model because of other complexity.
(R. B. Cooper & Zmud, 1990)	It uses the implementation model as shown in Figure 5.1p.396 to examine the material requirement planning system implementation process.
(Deming, n.d.; PDCA, n.d.)	The plan-do-check act cycle has been used for process management (Benner & Tushman, 2003) performance measurement (Hervani et al., 2005; Neely, 1999) and innovation adoption (Bose & Luo, 2012; Garvin, 1993; Slater & Narver, 1995).
(A. Cooper, 2010; Facebook, 2012a; Martin, 2010; Neill, 2009; Pattison, 2009; Seltzer, 2011; Yared, 2011).	The process management method (Deming cycle) has been recommended for social media adoption by several technology articles and business consultants.
	According to them unlike a website, social media is live and active in some cases feedback is almost instantaneous raising the pressure on businesses to be equally active and alive.
(Weinstein et al., 2008)	A simplistic seven stage psychological model called as the precaution adoption process for predicting use of technology by individuals such as diabetes testing equipment, diet and living style.

Table 5.3 A partial list of investigations that use action research for technology adoption

Authors	Purpose of use of action research
(Kock & McQueen, 1998a; Kock, 1997)	Implement email conferencing system to assist business process re-engineering.
(Briggs et al., 1999) & (Davison, 2001)	Group support systems implemented over several cycles of action research.
(Akkermans & van Helden, 2002)	Enterprise resource planning software implemented in the intervening organisation.
(Street & Meister, 2004)	It develops an information system in small businesses by mapping problems to propose relevant solutions over two cycles of action research.
(Lindgren et al., 2004)	It uses two cycles of action research to develop design principles, which can be used to revamp the method of mapping competence of employees.
(Bjørn et al., 2009)	Reconfiguring an electronic triage and tracking system for emergency departments.

Note:
This list is not intended to be exhaustive. It is purely for indicative purposes using select investigation. Action research models are selected based on projects, which deal with actual technology implementation.

Sparing some (Lindgren et al., 2004) as they are solving problem through the use of information systems the others in Table 5.3 p.402 could have benefitted through the use concerns based adoption system.

Table 5.4 Typical participants and research method in microbusiness research

Participants	Quantity	Country	Method	Author
Printer and video store	2	UK	Action research	(Greenbank, 2002)
Small hotels and restaurants	7	Ireland	Action research	(Reinl, 2008)
Massage, cake, tutors, pet grooming, consultant	7	USA	Action research	(Qureshil et al., 2009)
Business consultant, finance broker, inspection engineer	7	Australia	Action research[1], Focus groups	(T. L. Smith, 2012)

Note: This list is indicative of the research in microbusinesses in the developed world.
1 = The author has not categorically stated it as action research. It is the view of the researcher that the investigation could be classified as action research.

Moreover existing microbusiness researchers as listed in Table 5.4 and aspiring researchers using the concerns based adoption method should plan for a probing based intervention, which would include training and learning components for superior success in the information system implementation and consequently better insights.

Planning, Fact Finding and Execution

Source: Adapted from: (Lewin, 1947)
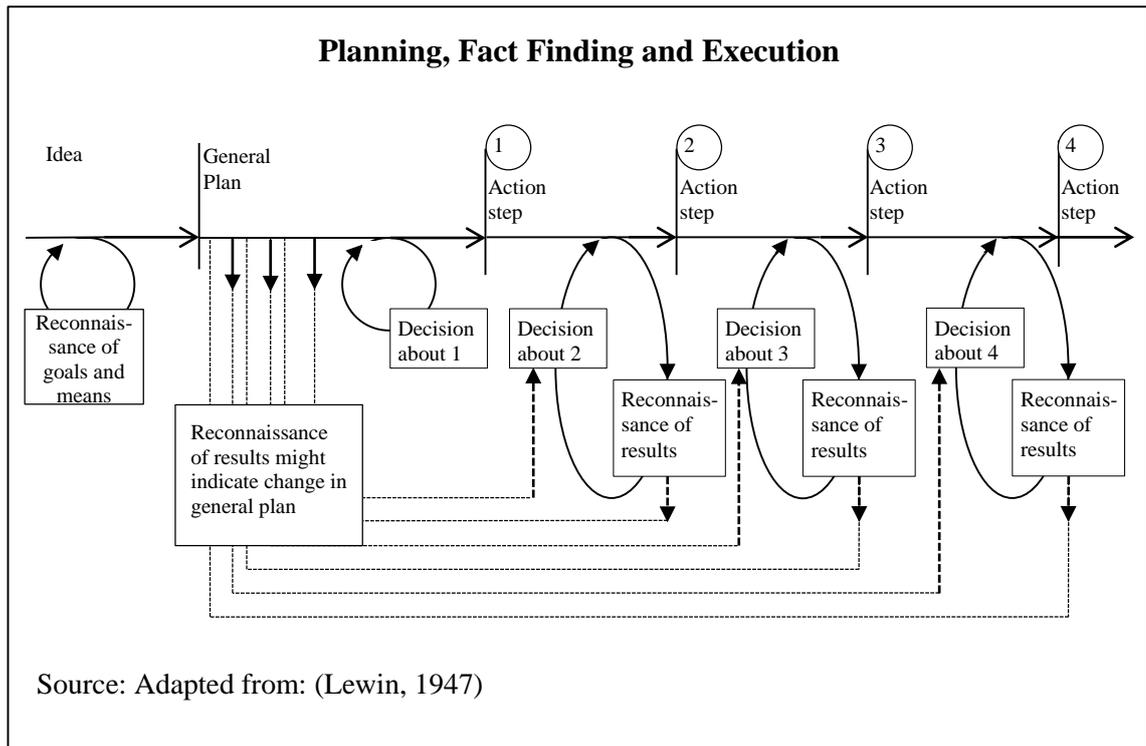
Figure 5.4 Lewin action research method

It is argued in Chapter 3 that canonical action research has been morphed into a problem solving method usually with the use of technology. Over the years, the Lewin social change model Figure 5.4 p. 403 has been disregarded in favour of more plan-do-check-act type of methods, including canonical action research. This research brings back to the fore the importance of a social change model over a problem-solving model wherein technology is simply implemented to solve problems. It is pointed out that technology such as social media can be implemented with a social change model wherein (rather than always solving an existing problem) the technological advantage is exploited for the benefit of the business.

The concerns based adoption method (Figure 6.1 p. 459), as shown in this research, works best in tandem with the methodological support from the Lewin social change model. Such perception has never been explored before. This research conceptualises it to find empirically support for the synchronised working of the concerns based adoption method with the methodological support from the Lewin social change model. In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical

framework) to find agreements and disagreements. The proposition and corresponding findings related to the adoption method is listed in Table 5.5.

Table 5.5 Comparison of the proposition and findings about the adoption method

Proposition	Findings
The process management method for adoption of Facebook will not be suitable for microbusinesses. The precautionary adoption process model will be useful to predict yes/no at the initial phase of initiation.	Process management and precautionary adoption methods lacked processes for assisting interventions. The precautionary adoption process found useful for initial adoption
Concerns based adoption process model maybe the most suitable model for Facebook adoption by microbusiness.	Probing analysing and resolving concerns, the constructs from the concerns based adoption model were rated as the most useful process for effective intervention.
Greater collaboration with the resource system will reduce concerns resulting in higher levels of use.	Greater the collaboration between the researcher and the participant higher the level of use. The findings report the use of effective technical and human implementation of computer-based systems (ETHICS) for initialising and establishing the collaborative process.
Microbusiness owners may undergo the stages of concerns and levels of use as described in Table 2.8 on page 37 & Table 2.9 on page 38.	➢ Greater the concerns expressed by the participant higher the success ➢ Successful participants attained the integrated level of us ➢ Greater participants knowledge did not match with their levels of use ➢ The stages of concerns were directly related to the levels of use

Overall, the propositions are in agreement with the findings. It is necessary to mention that the propositions were made during the research process and hence the probability of their agreement is higher. However, in absence of direct literature about the use of the concerns based adoption method in the information system literature, the findings form a significant contribution to the existing literature.

The agreement/disagreement, extensions and new knowledge arising out of this research in terms of methodical support for technology adoption as explained above is listed in Table 5.6. This table summarises the linkages to knowledge about the central research question: how is social media adopted by microbusinesses?

Table 5.6 Summary of knowledge linkages related to technology adoption method

Agreement/disagreement	Extensions to knowledge	New knowledge
Concerns based adoption method is a valid method adopted from the education discipline for implementing information system in microbusinesses. Concerns based adoption method superior over other methods	ETHICS[1] used for fostering collaboration	A complete adoption method as shown in Figure 5.3
	Quick start and self-training used for training	Tandem working of concern based method with Lewin social change method
	Experiential process of learning	Social media – social change model is required over problem solving method.

Note: 1 = ETHICS = Effective Technical and Human Implementation of Computer-based Systems (ETHICS) (Mumford, 2001)

5.1.2 Existing training principles in the microbusiness literature is extended with quick start training principles.

The research finds support for the training principles and methods (in particular on the job training, precise, short, incremental, customised, reflexive and non-instructive method of training) as articulated by the International Labour Organisation through their publications as listed in Table 5.7.

Table 5.7 Matching the International Labour Organisation literature with the findings about training in microbusinesses

Author	Purpose/Findings
(Fluitman, 1989b)	Training should be grounded in the knowledge of the owners, their environment and pay heed to their major problems and aspirations. Training characteristics are: ➢ Training should be on the job. ➢ Non-formal decentralised approach – consultants must visit work place. ➢ Must address specific needs and problems – to the point. ➢ Must solve problems – pragmatic. ➢ A flexible design which allows adaptation of content. ➢ A modular/ piecemeal approach with visual or oral representation. ➢ Hands-on demonstration. ➢ Early results – intervention should have immediate effect. ➢ Follow up services. ➢ Trainers must have devotion, patience and common sense – they should have the capability to behave as an insider. This research finds that quick start training method meets most requirements of this literature. It also finds that the requirements of microbusiness training is valid even for developed economies.
(Castro, 1989)	Training should not have elaborate training material. Normally one or two sheet of paper. ➢ Must be very simple ➢ Analogies and examples must be from the trainee's world. ➢ Repetition of what was learnt. ➢ Pacing must be at the trainee capability. ➢ Personalised attention necessary. ➢ Should not try to teach anything that is not linked to their survival. This research finds that quick start training method meets most requirements of this particular literature. Each point as stated above finds empirical agreement from this research.
(Haan, 1989)	Training is essential to promote technological change. It proposes to blend incrementally new technologies with existing technology rather than dramatic big changes. Quick start training method uphold incremental changes
(Fluitman & Momo, 2001)	Greater education seems to make owners more successful than others. Heterogeneity amongst owners is a problem for training delivery. There seems to be disagreement with this literature. However it is argued that this maybe more due to social media characteristics rather than education.
(Haan, 2002)	Intervention should be based on what actually exists. They will be successful if: ➢ Training is matched to the needs of the trainee ➢ Reduce duration of training – increase self-instruction The findings agree with this literature.
(Liimatainen, 2002)	It establishes that there is no one formula for training. It finds most finding listed earlier as valid. It adds that training should combine vocational training skills with management training. The findings agree with this literature.

An important contribution is made by this research in using the literature from International Labour Organisation, which is predominantly in under developed countries where microbusinesses are usually part of the informal economy. It extend this literature by findings its suitability and applicability for service oriented microbusiness which are part of the formal economy in developed countries.

The research also finds support for most academic literature as listed in Table 5.8 for the requirements associated with training of microbusiness owners.

Table 5.8 Agreement with academic literature on microbusiness training

Author	Purpose/Findings
(O'Dwyer & Ryan, 2000)	Microbusiness owners do not subscribe to training since they cannot leave their business, training occurs after a crisis management and relevance of training (such as training not being useful) is a big problem for them
	The findings agree with this since most training was performed on-site.
(Devins et al., 2005; Johnson & Devins, 2001)	Most training programs are manifestations of programs adapted from larger organisations and are not relevant for small businesses.
	The findings agree with this literature. Quick start training advocated customisation for each participant, which was found highly beneficial by the participants. The researcher acknowledges that it assumes that hence other training programs may not have been beneficial.
(Matlay, 1999a, 1999b, 2004)	It emphasises importance of vocational training and highlights the problem of relevance on training to microbusinesses.
	Same comment as before
(Reynolds, 2012)	It establishes that small businesses give greater importance to advice and help from their inner circle of network. They remain confused about all the training and support activities available and prefer to rely on a few close associates.
	The research did not categorically investigate this but some evidence has been reported about role of family members.
(Webster et al., 2005)	Small business owners are reluctant to participate in training but their growth is associated with training and skill development. Internet maybe a useful delivery method of training but technical literacy itself can limit this medium.
	The research did not categorically investigate this but some evidence has been reported about growth and skill development due to training.

Continued

Table 5.8 Agreement with academic literature on microbusiness training (continued)

(Massey, 2004)	This study questions the effectiveness of government induced training subsidy for small businesses. It finds that such programs are poorly planned and ineffective in meeting its desired objectives.
	The research did not categorically investigate this. However, the researcher found participants from local chamber of commerce events (which are partially government sponsored). The inclination of the participants to join the research project may show a limited reliance over such events.
(Greenbank, 2006)	It challenges current approaches to training (deficit model) wherein it is accepted that the mentor has greater knowledge than the owner manager does. It recommends a reflexive approach giving important to the knowledge of the owner manager.
	Self-training used in conjunction with quick start training supports this literature.
(Butcher et al., 2009; Butcher & Sparks, 2011)	It establishes three drivers for adoption of training by microbusinesses: owner's attitude towards training, customer orientation of the business and the nature of the businesses.
	The training impact model (discussed later) along with nature of businesses was found to impact adoption of training.

The academic literature in most cases is extended by the addition of principles form the International labour organisation, quick start and self-training methods. Overall the training literature on microbusiness helped establish the guidelines six (reproduced below) which this research found most suitable for choosing a training method.

- ➢ Training should be on the job — at the site of the microbusiness owner. This will allow greater participation.
- ➢ It should be precise, short, to the point, simple, demonstrative, incremental and customised using examples that the owner can relate and grasp with ease.
- ➢ Facebook should blend with the existing methods of marketing. It should not be projected as an alternative but complimentary to existing methods of marketing.
- ➢ It should demonstrate early on that Facebook could get them new customers.
- ➢ A reflexive approach acknowledging that the trainee knows more about marketing his/her products than the trainer. Their experience and capability must be recognised.
- ➢ The focus should be non-instructive to encourage self-learning and instruction.

New knowledge is created by adding and testing quick start training methods to be found suitable for training microbusiness owners in the use of information systems. By doing this the small quick start training literature as listed Table 5.9 p.409 is extended by finding a new venue for its use.

Table 5.9 Position of quick start training literature with findings of this research

Author	Purpose/Findings
(Burdette, 1999; Hansen, 2009)	Introduction to quick start training with a step-by-step guideline on executing a quick start-training program. Establishes the role of quick start in reducing impact of lay-off on labour and improve employer competiveness.
	The research found these guidelines sufficiently generic, valid and useful for creating a training program for implementation of information system in microbusinesses. In particular, customisation of the training material for each participant, job task analysis and creation of a short one page introductory were highly helpful for creating a successful training program. The three step process of preliminary, developmental and implementation guided the researcher to focus on the customer (participant) more than on Facebook. The one page limit of the training material refocused the program to take advantage of the most important aspects of Facebook for giving immediate results.
(Duscha & Graves, 1999, 2007)	A state wise (US) review of the quick start-training program. Despite criticism of quick start training in subsidising large corporation training cost by taxpayer's money it has been widely used in almost all states in the US.
	The research extends this literature by adding that the training method can also be used for microbusinesses.
(Isbell et al., 1997a, 1997b; Pindus & Isbell, 1997)	This is a series of three papers. First, it reviews the literature on quick start training to establish its effectiveness for both employers and trainees. Second, it examines several case studies of government funded (9) and company funded (8) quick start training programs to establish the effectiveness of such training. Finally, it develops the best practices for quick start training such as training which takes place on the job is most effective and job specific training with work place or business skills training was most successful.
	The research extends this literature by suggesting that besides employers and trainees it is useful for microbusinesses. Using the empirical evidence provided case studies can be created to show its effectiveness when used in government-sponsored schemes. The best practices which are the requirements of training for microbusinesses establishes the synergy which in the first place led the researcher to conceptualise that quick start training method will be useful for microbusinesses.

Table 5.9 Position of quick start training literature with findings of this research (Continued)

(Kasper, 2002; Warren, 2000)	Examining quick start training delivery effectiveness of community college. Finds them reasonably effective. It also suggests the that community colleges should offer quick start training as one of the training methods e.g. (Georgiaquickstart.org, n.d.).
	The research extends this literature by suggesting that besides employers and trainees it is useful for microbusinesses.
(Hodson et al., 1992)	A research article examining the role of Quick start training in comparison to vocational training. They find quick start training can be sometimes more effective than vocational training.
	The research extends this finding by suggesting that it is useful for microbusinesses.
(Allais, 2010)	Identified the downside of Quick start – too much customisation – does not allow moving up the education ladder.
	The research does not categorically explore this aspect. But the findings that the task duty statement was used the microbusiness for examining other aspects of their work suggests otherwise. Re-customisation was performed by the owners to use the training method for other parts of the business suggesting overall development of management skills.
(Daly, 2004; Ramm, 2004; USAID, 2006; Werner, 2004)	Evidence of successful use of quick start training program in Bulgaria, Poland and Macedonia for workers displaced by the shutting down of government owned corporations in erstwhile communist regimes influenced by Russia. It also establishes the use of quick start training in microbusinesses especially in Indonesia for alleviating unemployment.
	The research extends this finding by suggesting that it is useful for microbusinesses.
(R. W. Moore et al., 2003)	It examines the use of quick start training in the California state of the US for generating employment and re-training of workforce. The importance of this study lies in the development of the evaluation model of quick start training and its use in evaluating the effectiveness of training provided.
	The research extends this finding by suggesting that it is useful for microbusinesses. This research also finds that the evaluation model of quick start training model is useful for evaluating the quality of training

Table 5.9 Position of quick start training literature with findings of this research (Continued)

(Employment and Training Department International Labour Office, 1999)	Through this entire report and specific reports (Burdette, 1999; McMillan, 1999) the International Labour Organisation grants legitimacy to quick start training (also called as flexible training) as an appropriate instrument to be used in microbusinesses. It recommends use of quick start training in place of vocational training since quick start training methods can be more flexible, precise and to the point than vocational training techniques.
	This research upholds this suggestion that quick start training is a suitable method for training microbusinesses. However, a comparison between vocational training techniques and quick start training was beyond the scope of this thesis.

Note: This is almost an exhaustive list of literature on quick start training and contains all relevant material associated with it.

Agreement is found with the principles of self-training for use in microbusinesses thus extending the literature which professes it use in the informal sector (Bakke-Seeck et al., 1998; Maldonado, 1989a, 1989b; Salort, 1999) and in small businesses (International Labour Office, 2006) and for English language training (Chen, 2000) in Chinese colleges.

Table 5.10 Extension of the literature on self-training as result of this research

Author	Purpose/Finding
(Maldonado, 1989a)	It deals with the self-organising features of microbusinesses in the form of self-training. Self-training has been focused in greater detail last in this section. This literature which is based on the informal economy in underdeveloped countries finds its application through this research in microbusinesses in developed countries. This findings of this research agrees that role reversal is required wherein the owners become active bearers of knowledge. The researchers role is reversed to act as a change agent simply providing assistance. The idea of development within was related to in this research. The research found enough support for the suggestion that the microbusiness owner should be treated as artisian and that assistance should be provided as an imaginitve contribution.
(Haan, 2002)	Intervention should be based on what actually exists. They will be successful if: ➢ Training is matched to the needs of the trainee ➢ Reduce duration of training – increase self-instruction The findings agree with this literature.

<div align="right">Continued</div>

Table 5.10 Extension of the literature on self-training as result of this research (continued)

(Greenbank, 2006)	It challenges current approaches to training (deficit model) wherein it is accepted that the mentor has greater knowledge than the owner manager does. It recommends a reflexive approach giving important to the knowledge of the owner manager.
	This research agrees with this finding.

This research finds the evaluation model of quick start training (R. W. Moore et al., 2003) as shown in Figure 5.5 effective for evaluating the quick start training provided in this research for microbusinesses.
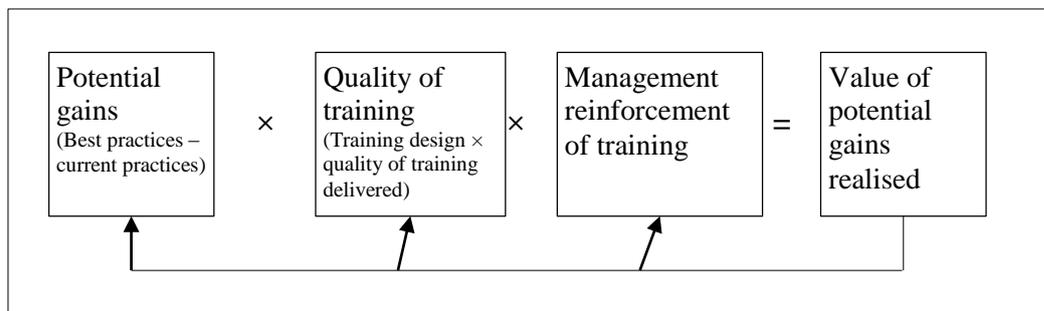
Figure 5.5 Quick start training impact model used to evaluate the effectiveness of training
Source: (R. W. Moore et al., 2003)

This research tries to evaluate a training method never used before in the context of microbusiness in the developed world. Such methods have not been used for training of information systems. It is a unique attempt, which (in the academic sense) does not extend to a specific line of research investigation. It purports to open a new line of inquiry by suggesting that training methods need to be employed by information system researchers intending to study technology adoption. It tries to give training the necessary importance in information system research to improve technology uptake and reduce attrition. Due to the absence of specific information systems literature about training the users in use of the specific technology, the researcher had approached the participants without pre-conceived knowledge about the requirement of training. Consequently, after failure of the initial efforts, it was conceived that training may be required and suitable methods were investigated to find the one most suitable for microbusinesses.

In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the training method is listed in Table 5.11.

Table 5.11 Comparison of the proposition and findings about the training methods

Proposition	Actual finding
Quick start and self-training method may be effective for enabling the microbusiness owners to learn the techniques of Facebook. It may meet all the requirements of microbusiness training.	Evaluations of the reactions, learning, behaviour and impact on results seem to indicate that both quick start and self-training were highly suitable for microbusinesses using Facebook.
Self-training will help microbusiness owners to understand their capabilities and motivate them to higher use of Facebook.	Successful participants found self-training useful for understanding their capabilities and motivating them to higher levels of Facebook use.

The linkages to the knowledge is summarised in Table 5.12, which tries to provide knowledge about the first sub research question: the effective training techniques that enable microbusiness owners to successfully adopt and use social media.

Table 5.12 Summary of knowledge linkages related to training

Agreement/disagreement	Extensions to knowledge	New knowledge
Agreement with the method and the unique requirements of training of the microbusinesses.	Self-training validated as a method for social media use by microbusinesses.	Quick start training as customised training found to be most suitable for microbusinesses.

The contribution of this research lies in identifying that training is an important arm of the adoption method and quick start training method complimented with self-start training appropriately serves this purpose.

5.1.3 Supports the existing knowledge that most learning occurs by doing and that microbusinesses learn the best through experience.

This research finds support for most principles (found by other authors), such as building on previous experience, solving real problems, learning simply what they need to know, learning by doing and self-management. Table 5.13 examines the relevant literature against the finding from this research.

Table 5.13 Agreement of the findings with the literature on microbusiness learning processes

Author	Purpose/findings
(T. L. Smith, 2012)	The investigation finds the principles of social constructivist, social connectivism, andragogy, self-directed andragogy, heutagogy and experiential learning apply to learning process of microbusiness owners in an online discussion forum (See explanation and detailed finding on page 74). It finds the microbusiness owners experience double loop learning during discussion in online forums.
	Learning was controlled by the commitment of the manager to learn in times of how much time they were willing to devote, how much they were willing to learn (better managers learnt more) and past experience in online discussion forums.
	Other findings were, informal learning was important, not all owners were self-directed learners, the composition of the group and relevance of topics determined participation and development of trust and 'time to think' are important for online discussion forums. Finally, the facilitator in an online discussion forum performs a crucial task of encouraging and maintaining participation.
	This research finds that experiential learning along with self-directed andragogy were most relevant learning methods in the presence of a dominant training program. Probably due to a dominant training program willingness to devote time and past experience did not make any impact in this research. This research extends this literature by finding incremental informal learning as important for microbusinesses. This research differs with this literature about self-directed learning. It found that self-training and self-directed learning was important for the microbusiness owners. The owners who did not continue using Facebook were the ones who thought that Facebook was not useful for their business. This research agrees with this literature about the importance of a facilitator or assistor.

(Continued)

Table 5.13 Agreement of the findings with the literature on microbusiness learning processes (continued)

(Kelliher et al., 2009; Reinl & Kelliher, 2008, 2010; Reinl, 2008)	Examine the importance of learning networks in microbusinesses. It finds that microbusinesses have an incremental informal, reactive approach to learning. They <u>need support for effective learning</u>.
	They have an <u>action oriented learning based on experience and relevance</u>. They have difficulty in comprehending reflection and hence not conducive to double loop learning. It supports <u>building time in to the intervention process for assisting in the reflection process</u>. The opportunity to <u>apply learning immediately</u> in to the business was an essential part of the learning process. Finally, a facilitator or mentor needs to establish his/her expertise before microbusiness owner buy in to the learning process.
	This research agrees with this literature that microbusinesses have incremental informal and reactive approach to learning. It endorses the role of an assistor to support learning in microbusinesses. It agrees with the idea about action-oriented learning based on experience and relevance. Further, it conclusively shows microbusinesses have trouble comprehending abstract conceptualisation and hence accord less importance for double loop learning.
	This research using the 'what they need to know' idea show that application of learning immediately to the business was important for microbusinesses. Consistent with the earlier author this research confirms the role of a facilitator or mentor to assist the learning process.
(Devins et al., 2005; Johnson & Devins, 2001)	The learning environment in microbusiness is unique since the requirements of the manager are diverse posing challenges to mentors seeking to deliver management and leadership skills. This supports an intervention-based approach with immersion of the mentor in the microbusiness environment.
	This research supports the idea of immersion of the mentor in the microbusiness environment usually through participant observation.
(Billington et al., 2009)	Microbusiness owners are motivated to learn if they understand "what's in it for me" part of the process first. Workshop helps them by creating the space for reflection and the networking makes alive the problems they face.
	The research supports this literature such that the owners were highly motivated to learn if they understood "what's in it for me". However, most microbusinesses resisted suggestions of focus groups and workshops citing time and 'who will be at the shop'. Hence, they as observed above in several tables on quick start training preferred training and learning on the job.

(Continued)

Table 5.13 Agreement of the findings with the literature on microbusiness learning processes (continued)

(J. Zhang & Hamilton, 2009)	It finds that peer networks are more successful in assisting the learning process of the microbusiness owner over other networks such as family and friends. It also finds that peer networks help in critical reflection.
	This research did not find any evidence to support this finding. It speculates that this maybe probably due to a dominant training program.
(Deakins et al., 2010, 2012)	It establishes that incidental and informal learning were the most dominant forms of learning prevalent in microbusinesses. It finds that learning in microbusinesses is a variable of age, gender and learning orientation.
	This research supports this finding (also by other authors) that incidental and informal learning are the most dominant learning methods in microbusinesses. Though in this context the research found no role of age and gender but clear indication was found on the relation between learning orientation and social media use.
(Matlay, 1999b)	Microbusiness depend on informal and incident driven learning process rather than formal training imparted by management experts.
	This research supports this finding.
(Stuart, 1984).	The learning process in these businesses happens naturally as part of an everyday process.
	This research supports this finding.

Table 5.14 explains the limited role of social constructivist and connectivism in learning by microbusinesses.

Table 5.14 Disagreement of social constructivist and connectivism principles to microbusiness owners learning of social media

Theory	Learning principles	Findings reported by Smith, (2012)
Social constructivist	Promote active learning – Owners should be actively involved in learning, not passively receiving information	Online discussion forums enabled active learning – Active participation resulted in deeper learning
Social constructivist, connectivism	Encourage social interaction – Learning should encourage discussion to allow owners to construct their knowledge	Online discussion forums enabled social interaction with others allowing owners to construct new knowledge
The researcher speculates that probably due to dominant training program, constructivist principles were not important. A part of quick start training passively passes information to the trainee. Moreover, due its inherent nature of one-on-one training connectivism was not perceived as important.		

Source: Modified and adapted from (T. L. Smith, 2012)

Table 5.15 explains the agreement of this research with the principles of adult learning for assisting learning of social media use by microbusinesses.

Table 5.15 Agreement of andragogy (adult learning) principles to microbusiness owners learning of social media

Learning principle	Findings reported by Smith, (2012)
Learning needs to allow owners to build on previous knowledge by relating new information to previous knowledge and experience	Owners participating in the online discussion forums built on their existing experience and knowledge
Owners learn by solving real small business problems (as they arise)	Owners were able to solve real problems by asking in the forum.
Participation in learning is voluntary; learners participate, based on what they need to know	Owners voluntarily participated in the OCL forum; they participated only in discussion threads where they had a need to know, or that had relevant experience to share
This research agrees with the adult learning principle and existing findings. In effect, it endorses it uses in assisting social media learning processes in microbusinesses.	
Owners are internally motivated to solve their small business problems and thus seek out solutions	Participation required internal motivation - Not all were internally motivated
In this context, participants were motivated with the hope of gain of new customers. This research hence contextually disagrees that not all are internally motivated.	

Source: Modified and adapted from (T. L. Smith, 2012)

Table 5.16 explains the agreement with self-directed andragogy principle but disagreement with the existing findings from the literature about its application.

Table 5.16 Agreement of self-directed (andragogy) and self determined (heutagogy) principles to microbusiness owners learning of social media

Theory	Learning principles	Findings reported by Smith, (2012)
Self-directed (andragogy and self- directed learning) or self-determined (heutagogy)	Owners assume personal responsibility of cognitive and self-management processes in learning; there is no need for an instructor because learning occurs as part of running and managing their business	Most owners chose not to participate, because they are unaware of their learning needs. Only those owners who participated in the OCL forum appear fully self-directed
This research disagrees with the existing literature. It finds support for Self-directed (andragogy and self- directed learning) or self- determined (heutagogy) as one of the most the liked feature of the training/learning process. In this case almost all owners participated and ranked the construct "constructing your own knowledge" as one of the top ranked feature of the learning process.		

Source: Modified and adapted from (T. L. Smith, 2012)

Table 5.17 explains the agreement with experiential learning principle and with the existing findings from the literature about its application.

Table 5.17 Agreement of experiential learning principles to microbusiness owners learning of social media

Theory	Learning principles	Findings reported by Smith, (2012)
Experiential learning	Learning is based on real small business problems that allow owners to observe, reflect and change behaviour	Questions posted by owners were real business issues Advice provided resulted in changes to business processes and procedures
This research agrees with the impact of experiential learning on social media learning. It also agrees with the existing literature, which finds solving real business problems as relevant to experiential learning.		

Source: Modified and adapted from (T. L. Smith, 2012)

Table 5.18 list the extension to the experiential learning literature because of this research.

Table 5.18 Extensions to the experiential learning literature by this research

Author	Purpose/findings
(Kolb & Goldman, 1973)	It found that student's learning style determined their adaptation and performance in university. The "congruence or incongruence of learning style with discipline demands is a determinant of both academic performance and alienation in the university" p.37.
	This research extends this literature by finding a relationship (albeit subtle due to sample size) between learning abilities and style and successful or unsuccessful use of social media by microbusinesses.
(Kolb, 1976)	Managers are distinguished by very strong active experimentation skills while business school faculty members are high on reflective observation skills. Marketing oriented personnel have accommodative learning style = concrete and active.
	This research extends this literature by finding that microbusiness owners are high on learning abilities of concrete experience along with active experimentation skills. Due to inherent nature of their jobs, they have to perform managerial as well marketing task. The findings from this research reinforce the experiential learning theory in its abilities to distinguish between various professionals. Consistent with this literature microbusinesses were also found to be lacking reflective observation and abstract conceptualisations.

Continued

Table 5.18 Extensions to the experiential learning literature by this research (continued)

(Freeman & Stumpf, 1978)	It finds limitations in the learning style inventory (the questionnaire that measures the learning ability) but overall upholds the theory behind experiential learning.
	This research does not examine the limitations of the inventory. It can state that the inventory was sensitive to detect trends between successful and failed social media microbusiness owners. Further, the results seemed to be valid in the overall context of the microbusiness owner and their unique characteristics. This research upholds the experiential learning theory thus extending this literature.
(Kolb, 1981)	Upholds the learning style inventory through meta-analytical review and support for its validity and reliability in measuring learning style abilities.
	This research agrees with the findings of this literature. It extends this literature by finding the learning style inventory suitable for microbusiness owners. Further, it finds the inventory capable of detecting differences between successful and failed participants. This an unique application of this inventory.
(Kayes, 2002)	It addresses the key limitation of experiential learning theory, which is that it fails to account for the relationship between personal and social learning. It points out that personal knowledge or learning is tacit in nature and social knowledge is explicit. Using post-structuralism theory from Jacques Lacan that is concerned with knowledge and language it strives to understand the relationship between personal and social knowledge. Personal/tacit knowledge has two parts individual need (a biological or emotional state) and its symbolic representation. Personal knowledge is exchanged with social/explicit knowledge in the form of language in action. This results in formation of identity (self-identification) which is a coherent sense of self-having a location and meaning within the larger universe of language. The identity is in tension with the social action and is held ransom to the demands of social relations. Language controls the exchange process causing a fracture between the individual's internal need and its social expression. The personal and social knowledge is applied to the experiential learning theory to conceptualise that: The individual need is the concrete experience which when reflected becomes a symbolic representation of the self. (Personal/tacit knowledge). Experience is infused in to the personal knowledge to form abstract conceptualisation, which is enriched through active experimentation ultimately resulting in formation of social/explicit knowledge.
	This research agrees with the extension of experiential learning theory by the use of personal and social knowledge. It categorically finds support for such extension to the experiential learning theory in social media use by microbusinesses.

It makes a unique attempt to measure the learning methods of microbusiness owners (never done before for this sector) and cross compares with the successful and failed participants to find a link between learners who work on concrete experience and augment it with their social and personal knowledge were more successful. It also found that owners who had the learning style of divergers were probably more successful than others were.

In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the learning method is listed in Table 5.19.

Table 5.19 Comparison of the proposition and findings about the learning techniques

Proposition	Actual findings
Learning principles such as building on previous experience, solving real problems, learning simply what they need to know, learning by doing and self-management will be useful to help microbusiness owners learn Facebook.	➤ The learning methods were found to be highly effective to help microbusiness owners learn Facebook. ➤ Knowing just what they needed to know positively affected the learning process.
Informal incremental approach will be beneficial.	All the participants agreed about the benefits of the informal and incremental approach.
Successful Facebook users will experience double loop learning.	Double loop learning helped participants to alter business processes resulting in higher levels of adoption.
Microbusiness owners who focus more on concrete experience and active experimentation (personal and social) knowledge will be more successful in Facebook use.	Participants who complimented their learning abilities of concrete experience and reflective observation with active experimentation were more successful than others. Application of reflective observation augment social and personal knowledge.
Microbusiness owners with learning style of accommodators and divergers may be more successful in using Facebook than others.	Divergers were found to be most successful in Facebook use above all the other learning styles.

The process of reaching the agreement/disagreement, extensions and new knowledge is based on the comparison between the propositions and actual findings as shown in Table 5.19 along with examination of the individual literature. The agreement/disagreement, extensions and new knowledge is listed in Table 5.20. This table summarises the linkages about knowledge related to the second research question about how the microbusiness owners learn to use social media.

Table 5.20 Summary of knowledge linkages related to learning

Agreement/disagreement	Extensions to knowledge	New knowledge
Agreement with existing knowledge about microbusinesses learning processes	None	Finds conclusive links between learning abilities and learning styles of microbusiness owner and technology adoption

5.2 A Theory of Individual Factors Controlling Social Media Adoption

The dominance of the individual factors over other factors (technological and environmental) is established as conceptualised. The theoretical development is shown in Figure 5.6.
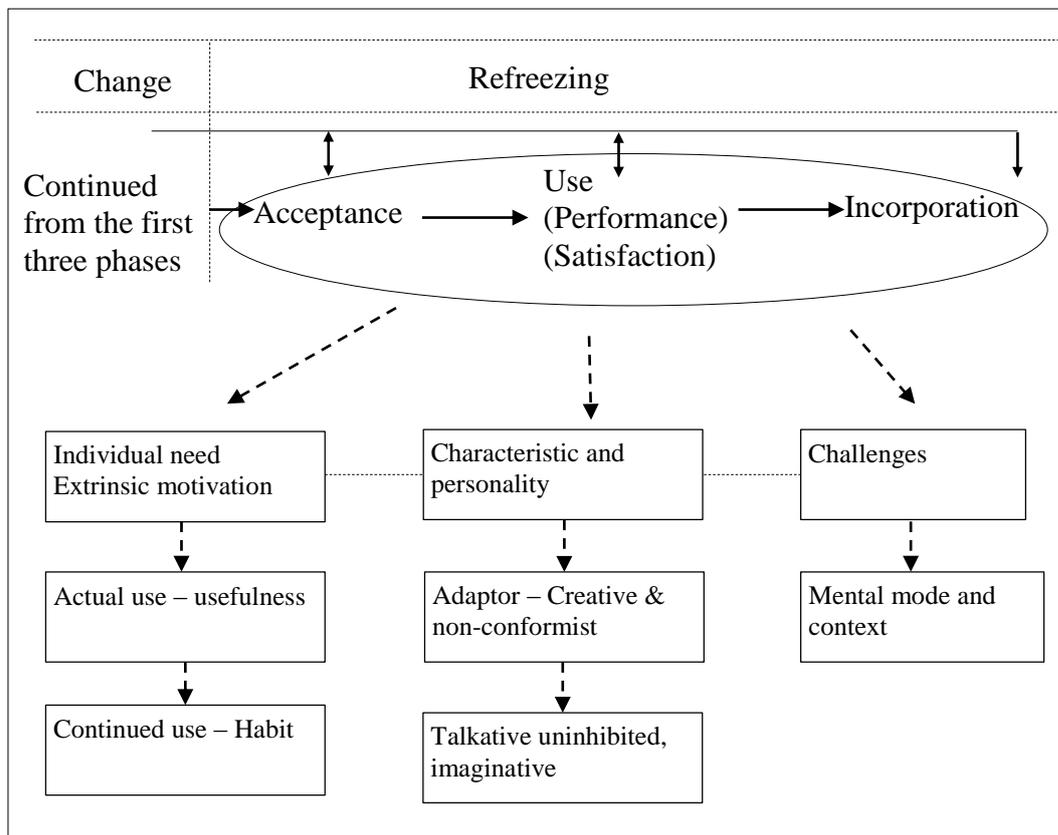
Figure 5.6 A social media adoption theory based on individual factors

The overall individual theory about technology use, acceptance and incorporation is based on the three constituents of need to use, the characteristics and personality and the challenges experienced by the individual user, here the microbusiness owner. The three constituents are examined individually in three subsections for their linkage to existing knowledge.

5.2.1 Usefulness the most dominant indicator of adoption.

This research finds ample support for the usefulness of social media in terms of marketing, such as viral marketing, including word of mouth marketing, brand building, and market intelligence thus extending the literature as listed in Table 5.21 in the context of a microbusiness. Notwithstanding the differences in

terminology and context used by different literature sales and marketing (which encompasses all associated activity such as reputation building, social proof and campaigning of products and services) seems to be dominant use of social media. This research agrees with the existing literature (Table 5.21) about the utility of social media and as later discussed in organisational factors, each type of business has use of social media for different purposes within the broad description of marketing.

Table 5.21 Agreement with the literature about uses of social media in businesses

Use of social media	Authors
➢ Caring, climbing and campaigning ➢ career advancement and project campaigning	(DiMicco et al., 2008)
➢ Market research ➢ Branding, public relations and lead generation ➢ Promotion mix ➢ Growth and business value ➢ Social proof ➢ Electronic word of mouth	(Amblee & Bui, 2011; Baird & Parasnis, 2011; Berkman, 2013; Culnan et al., 2010; Gallaugher & Ransbotham, 2010; J. L. Hopkins, 2012; Kaplan & Haenlein, 2010a; Kärkkäinen et al., 2010; Kidd, 2011; Kwok & Yu, 2012; I. Lee, 2011; Liu et al., 2011; Mangold & Faulds, 2009; Olbrich & Holsing, 2011; Y. Zhang & Pennacchiotti, 2013)
➢ Viral marketing ➢ New product introduction ➢ Open source branding ➢ Engagement ➢ Long term competitive advantage	(Berkman, 2013; Fournier & Avery, 2011; Hanna et al., 2011; Kaplan & Haenlein, 2011, 2012; Kim & Ko, 2012; Malhotra et al., 2013; Napolitano et al., 2013; Parent et al., 2011; Patterson, 2012; Sashi, 2012)
➢ Collaborative communication ➢ Collaboration ➢ Community building ➢ Directed connection with people ➢ Non reciprocal relati ➢ onship	(Blake et al., 2010; Fernando, 2010; Fischer & Reuber, 2010; Günther et al., 2009; Kidd, 2011; Liang et al., 2011; Meyer & Dibbern, 2010; Muñiz & Schau, 2011; Riemer & Richter, 2010a, 2010b)
➢ Knowledge sharing – Reputation ➢ Knowledge storage – Data mining	(Blake et al., 2010; Günther et al., 2009; Kärkkäinen et al., 2010)
➢ Self-presentation tool ➢ Free broadcast platform for self ➢ Thought leaders	(Brzozowski et al., 2009; DiMicco et al., 2008; Kaplan & Haenlein, 2010a)

Continued

Table 5.21 Agreement with the literature about uses of social media in businesses (continued)

➢ Potential hires	(DiMicco et al., 2008; Kaplan & Haenlein, 2010a; Lockhart, 2013; Papacharissi, 2009; Skeels & Grudin, 2009; W. P. Smith & Kidder, 2010)

In terms of one specific literature (DiMicco et al., 2008) however the research disagrees with order of the usage such that it is reserved from Caring, Climbing and Campaigning to Campaigning, Climbing and Caring. The researcher speculated the reason for reversal in the order as the effect of the context or focus of this research specifically on microbusinesses. Similarly, use of social media by microbusinesses in terms of collaborative communication, collaboration and though leadership (Table 5.21) were not dominant over other uses.

The research disagrees with the literature about social media use for connecting with weak ties, off line ties, family and friends. It finds no support to warrant that microbusiness owners use social media to connect with weak ties and thus disagreeing with most authors as listed in Table 5.22 be it in the business sector or individual users.

Table 5.22 Disagreement with the social media literature about ties and personal connection use

Social media use	Authors
➢ Connect with weak ties (business)	(DiMicco et al., 2008; Papacharissi, 2009)
➢ Connecting with co-workers, career advancement and project campaigning	(DiMicco et al., 2008)
➢ Connect with existing offline ties	
➢ Connect old friends and family	
➢ Bridging and bonding with immediate and existing ties	(Boyd & Ellison, 2007; Ellison et al., 2007, 2011; Ganley & Lampe, 2009; Lampe et al., 2006; Lewis & West, 2009; Tosun, 2012)
➢ Not for meeting with new people	
➢ Connecting with weak ties (long lost friends)	

In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the need for use listed in Table 5.23.

Table 5.23 Comparison of the proposition and findings about the extrinsic motivation (need for use)

Proposition	Actual findings
Marketing (campaigning) of services will be the primary reason of use of social media for microbusinesses.	Campaigning was the most dominant reason for social media use by the microbusinesses.
They may try to connect with weak ties (important persons) through social media for betterment or advantage for their businesses	Microbusinesses did not attempt to connect with weak ties through Facebook.
Professional microbusiness owners such as Homeopaths may endeavour to establish and increase reputation by the use of social media. This may also apply for all businesses in the form of social proof of their product and services.	Professional microbusinesses focus on increasing their reputation through Facebook while the quantitative figure of likes on Facebook does perform as a social proof for service shops.

Usefulness as consistent with the expectations was the most dominant factor of actual use for the microbusiness owner, which is in agreement with most literature as listed in Table 5.24.

Table 5.24 Partial agreement with the literature that examines social media adoption in terms of usefulness, advantage and effort to use

Author	Main Findings/Constructs
(Günther et al., 2009)[1](Mandal & McQueen, 2012)	Proposes new constructs such as of communication benefits (usefulness), codification effort, signal-to-noise ratio, time (effort to use) and privacy (advantage).
(Blake et al., 2010) (Chang, 2010)	Finds that relative advantage as the most significant indicator of adoption along with compatibility, complexity, trialablility and observability as possible moderators.

Note: * = This table provides a specific niche of the literature which focuses on using usefulness and relative advantage for examining social media adoption. Other literature review (Barnes & Böhringer, 2011) provide a comprehensive list of all other social media investigation.
1 = others = (Schoendienst et al., 2011) (Meyer & Dibbern, 2010)

This research agrees with its conceptualisation that usefulness comprises of four sub-concepts, such as relative advantage, fitness associated with viral marketing and advertising, richness in terms of communicating with photos and videos and finally communication in terms of improvement in interaction with the customers. The theoretical definition of the constructs and their conceptualised social media context is provided in Table 5.25 along with the literature, which this research considered to have extended.

Further, this research provides an order in terms of importance of the sub-concepts such that it finds communication as most important followed by fitness and finally richness and relative advantage. Communication through social media seems to change the participants understanding of reality (Daft & Macintosh, 1981) with inputs about business intelligence from competitors and suppliers which is perceived as relevant, accurate, reliable and timely (Zmud et al., 1990). The benefits of communication from social media exceeds the cost of obtaining the information with easy accessibility on social media thus agreeing the access/quality theory (Carlson & Davis, 1998).

Table 5.25 Agreement with the conceptualised constructs considered significant under the actual use category

Usefulness[1]	Relative advantage	Effectiveness or ineffectiveness of the Facebook over other medium such as email marketing, radio and print advertisement.[2]
	Fitness	Capability of Facebook to meet the marketing demands.[3]
	Richness	Improve marketing capabilities by use of photos and videos
	Communication[4]	The quality of communication conducted through Facebook

Note:

1 = Degree to which a microbusiness owner feels that using Facebook will enhance business performance. Adapted from various sources to suit this research (Davis, 1989; Günther et al., 2009).

2 = Relative advantage is defined as the incremental benefit gained by the use of one innovation amongst its alternatives (Karahanna et al., 1999)

3 = It is concerned with functionality and requirement of Facebook along with experience/ability of the owner. (Dishaw & Strong, 1999; Goodhue, 1995; Khazanchi, 2005; Zigurs & Khazanchi, 2008). It has been widely used to explain technology adoption in small businesses (Kendall et al., 2001; Mehrtens et al., 2001).

4 = The term communication is used as an overlap with information. It means both the physical characteristics of information and also its capability to change the individuals understanding of reality (Daft & Macintosh, 1981). The access/quality theory considers information acquisition attributes to postulate that cost is associated with accessibility and the benefits are the quality of information obtained (Carlson & Davis, 1998). The access/quality theory assumes that information should possess features such as "relevancy, accuracy, reliability, and timeliness" (Zmud et al., 1990, p. 443) which are grouped as quality characteristics of the system.

This research finds fitness of social media, in terms of viral marketing and advertisement, as the second most important sub-component of usefulness, which is in agreement with most literature (Kendall et al., 2001; Mehrtens et al., 2001) on small business. Changes to perception of reality is also effectuated by the richness capability of the social media medium as found by others (Aasheim & Stensønes, 2011; Ahmed, 2012; Kaplan & Haenlein, 2010b; Mandal & McQueen, 2013; Shahkat, 2011). However contrary to the literature (Blake et al., 2010) this research finds limited impact of relative advantage (Karahanna et al., 1999) for adoption of social media.

Consistent with existing technology adoption theories (Davis, 1989; Venkatesh et al., 2003), this research found that usefulness is moderated by the effort required for using a technology along with facilitating condition and self-efficacy of the participants. The research findings are in partial agreement with the conceptualised constructs under the effort to use category as listed in Table 5.26. This research agrees with the existing literature (Davis, 1989; Günther et al., 2009) that social media adoption is effected by the participants perception about the effort required to use.

Table 5.26 Partial agreement with the conceptualised constructs considered significant under the effort to use category

	Ease[1] of use[4]	The degree to which microbusiness owner will believe that using Facebook would be free of effort[4].
Effort[2]	Accessibility characteristics[5]	Ease of access to Facebook (hardware and software requirements) along with reliability of receiver's access.
	Command language[5]	Regular effort of putting up interesting content for engaging customers[6].

Note:
1 = Ease is defined as the "freedom from difficulty or great effort" (Davis, 1989, p. 320).
2 = Effort is defined "as a finite resource that a" microbusiness owner "may allocate" for "various activities" (Davis, 1989, p. 320).
4 = Ease of use is defined as "the degree to which a person believes that using a particular system would be free of effort" (Davis, 1989, p. 320)
5 = The accessibility characteristics are described using attributes such as "convenient, dependable, easy to use, reliable, technique of use (command language) and experience in using the system" (Culnan, 1984, p. 146; Rice et al., 1994) to which variables such as "time" (Rice et al., 1994) devoted to use of the system and "receiver access" (Zmud et al., 1990, p. 444) can be added to obtain an inclusive description.
6 = The actual task of "putting information in to" Facebook "may cost time" along with the effort required for servicing Facebook on regular basis (Günther et al., 2009, p. 8).

The research is in partial agreement that accessibility characteristics such as time (Rice et al., 1994) and "receiver access" (Zmud et al., 1990, p. 444) effect social media adoption but not significantly. Time, which is a finite resource, and hence some effort is expended responding to customers and browsing newsfeed but benefits exceed the cost (access/quality theory). Receiver access (which means certainty of the receipt of the information by the intended recipient) is represented in this case by, "developing a user base" and "promoting communication" on social media.

This research is in whole agreement with the existing literature (Zmud et al., 1990) that receiver access is a highly significant effort expending construct, that effected adoption. The research finds no support for its conceptualised notion about ease of access to Facebook in terms of hardware and software. Lastly, the research is in

complete agreement with literature that mastering the command language (Culnan, 1984, p. 146; Rice et al., 1994) is a significant effort required for social media adoption (Günther et al., 2009). Further, the research proposes that in the context of social media adoption effort in terms of receiver access and command language are related such that one requires the other thus having a multiplier effect of effort requirement.

For facilitating condition, the researcher finds support for the notion of 'trivial deployment' in terms of the free to use feature of social media and the hype surrounding it as indicated by several authors (Constantinides & Fountain, 2008; Fernando, 2010; McKinsey Quarterly, 2007).

In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to actual use is listed in Table 5.27.

Table 5.27 Comparison of the proposition and findings about actual use (Usefulness)

Proposition	Actual findings
Microbusiness owner will experience usefulness if Facebook has advantage over other communication systems in terms of richness, fitness and the quality of communication.	Microbusiness owner experienced usefulness in terms of quality of communication, fitness and richness. Facebook was treated as an additional channel of marketing and hence relative advantage did not play out to be a dominant indicator of usefulness.
Usefulness will be moderated by effort, facilitating condition and self-efficacy.	Usefulness and subsequently actual use was moderated by effort in terms of developing content for Facebook, facilitating condition as the hype about Facebook and self-efficacy associated with the belief of Facebook's future as a marketing tool.

This research finds consistent evidence of habit and positive disconfirmation as the probable reasons of continued use as proposed by several authors listed in Table 5.28.

Table 5.28 Agreement with the literature on continued use of information system

Author	Main findings
(Oliver, 1980, 1981)	Establishes the relationship and measurement methods of expectation, disconfirmation, attitude and satisfaction to predict consumer purchase satisfaction.
	The adaptation of this literature to the context of microbusiness continued use of social media was found sufficiently explanatory. This research agrees with the relationship between the constructs expectation, disconfirmation, attitude and satisfaction.
(Parasuraman et al., 1985, 1988)	Uses Oliver's method of expectation and satisfaction to build a measure of service quality. It simplifies the process by measuring expectation and perception and proposing that if perception exceeds expectation then the customer perceives that the business is delivering good quality.
	This research used the simplified adaptation and found it suitable in the context of microbusiness continued use of social media. It agrees with this literature that if perceptions exceeds expectations then in this context the microbusiness owner is most likely to continue using social media.
(Bhattacherjee, 2001)	Uses the Oliver's model to develop information system continued use model by linking satisfaction to usefulness. It proposes a new construct based "confirmation" based on Oliver's construct of disconfirmation.
	This research agrees with the overall idea of this literature, which is based on Oliver's theory. But it refrains from using the new construct "confirmation" in favour of Oliver's construct of disconfirmation. However, this research uses and agrees with the link between satisfaction and usefulness first proposed by this literature.
(Thong et al., 2006)	Extends Bhattacherjee's model by relating satisfaction to enjoyment and ease of use.
	The research does not agree with this literature as it found no link between ease of use and satisfaction. Enjoyment or intrinsic motivation was beyond the scope of this research.
(Bhattacherjee et al., 2008)	Extends the continued use model of information technology by self-efficacy and facilitating condition.
	The research does not agree with this literature as it found no link between continued use and self-efficacy or facilitating condition. The researcher speculates that a null relationship was probably due to an extended assistance program for adoption of social media.

Table 5.28 Agreement with the literature on continued use of information system (continued)

(Chea & Luo, 2008; Sørebø & Eikebrokk, 2008)	Finds satisfaction as a significant indicator of continued use
	This research agrees with this literature since it concludes that multiple instance of satisfaction results in a positive attitude formation.
(Hong et al., 2008)	Establishes habit as significant indicator of continued use.
	This research agrees with this literature since it concludes that multiple instance a positive attitude and multiple positive disconfirmation ultimately resulting in to habit thus assisting continued use.
(Petter et al., 2008)	Established importance of satisfaction through a meta-analytical review of ninety journal article.
	This research agrees with this literature since it concludes that multiple instance of satisfaction results in a positive attitude formation.
(Venkatesh et al., 2008)	Establishes that expectation was a good indicator of information system use (continued use).
	This research does not agrees with literature as it prescribes to the idea that a positive difference between perceptions of actual use and expectation (Parasuraman et al., 1985, 1988) will result in continued use.
(Liao et al., 2009)	Proposes a new technology continuance theory, which links attitude and satisfaction in to one single model of continuation of technology use.
	The research does not directly test this model. However, it agrees that satisfaction and attitude are linked.
(Ortiz de Guinea & Markus, 2009)	Reaffirms the role of expectation, satisfaction and attitude but establishes that habit and emotions are automatic triggers of continued information system use.
	This research also reaffirms the role of expectation, satisfaction and attitude.
(Y. Lee & Kwon, 2011)	Finds that emotions such as intimacy and familiarity impact continuation.
	This research does not categorically examine this. However the researcher did not find any role of intimacy and familiarity in continued use.

Continued

Table 5.28 Agreement with the literature on continued use of information system (continued)

(Venkatesh et al., 2011)	Reaffirms Oliver's and Bhattacherjee's model in information system context.
	This research agrees with the Oliver's model but does not fully subscribe to Bhattacherjee's model.
(Polites & Karahanna, 2013)	Establishes how habit is interwoven in task routines. Disruptive strategies are required to break old habits and develop new ones.
	This research does not agree with this literature. Rather than disruptive strategies, training and use of concerns based adoption method are required to induce use of information system.
(Bhattacherjee & Lin, 2014)	Re-establishes Bhattacherjee's 2001 model with the addition of habit as an indicator of information system continuance usage.
	This research partly agrees with this literature especially about the role of habit formation in the continued use of social media.

In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to continued use is listed in Table 5.29.

Table 5.29 Comparison of the proposition and findings about continued use

Proposition	Actual findings
The microbusiness owner based on his/her expectation will form an intention to use and actually use Facebook.	Expectations from Facebook in terms of marketing and reputation formed the basis of actual use.
This will result in perception about Facebook, which could either be negative or positive disconfirmation. If the perception is positive it means that Facebook exceeds his/her expectation then it may result in short-term satisfaction.	Short-term satisfaction was primary for the microbusiness owners to continue using Facebook. Successful businesses experienced some teething trouble (overcome by the researcher) but a positive disconfirmation was necessary for a positive perception.
Multiple positive and negative disconfirmations (perceptions) will result in the formation of an attitude about social media. If the positives exceed the negatives then the microbusiness owner will from a positive attitude towards Facebook which may result in continued use of Facebook resulting in to a 'habit'.	Multiple positive disconfirmations helped in forming a positive attitude, which led to habit of regular use by making Facebook a part of their daily routine.

The process of reaching the agreement/disagreement, extensions and new knowledge is based on the comparison between the propositions and actual findings as listed in Table 5.23 p. 445, Table 5.27 p. 428 and Table 5.29 p. 431 along with examination of individual literature. The agreement/disagreement, extensions and new knowledge as explained above is listed in Table 5.30. This table summarises the linkages about knowledge related to the central research question: why is social media adopted by microbusinesses?

Table 5.30 Summary of knowledge linkages related to use and continued use

Agreement/disagreement	Extensions to knowledge	New knowledge
Disagree with the use of social media for connecting with weak ties.	Usefulness moderated by effort, facilitating condition and self-efficacy.	Creating content on social media requires effort.
Marketing most used feature of social media.	Continued use requirements are same for microbusinesses.	Social media an additional channel of marketing hence relative advantage not important.
Richness useful for microbusinesses.		
Trivial deploypment assists adoption.		

5.2.2 Adaptiveness rather than innovativeness is successful characteristic of owners.

In disagreement to most research as listed in

Table 5.31, the investigation finds no support for innovativeness as a requirement of social media adoption by microbusinesses. Further, it found no evidence of age, qualification or experience to play a role in social media adoption by microbusinesses.

Table 5.31 Disagreement with literature about the role of owner characteristics in social media adoption by microbusinesses.

Author	Findings
(Thong, 1999)	Owner's characteristics of innovativeness is associated positively with technology adoption
	Contrary to this literature, this research finds adaptiveness more important than innovativeness.
(Nguyen, 2009)	Owners innovation skills contributes to the likely hood of technology adoption
	Contrary to this literature, this research finds adaptiveness more important than innovativeness.
(Qureshil et al., 2009)	Technical ability of the owner was identified as the primary requirement in successfully leveraging the technology.
	Technical ability was of little relevance for successfully leveraging social media, The researcher speculates that this maybe due to an extended assistance for adoption program.
(Brown et al., 2010)	Experience and Self-efficacy was found to influence technology adoption.
	This research found no role of experience and limited role of self-efficacy for social media adoption.
(Greenbank, 2001)	Owners consider themselves as artisans
	The participants of this research did not consider themselves as artisans.
(Reijonen & Komppula, 2007; Reijonen et al., 2012; Reijonen, 2008)	Owner's age, competence, education, attitudes and motives are found to be indicators of performance.
	The research found no relevance or age, competence, education attitude and motive as indicators of social media adoption.
(Fuller-Love, 2006)	Owners family background, education and aspirations
	This research does not agree with literature
(Schmidt & Kolodinsky, 2007)	Owners self-esteem, self-worth and positive attitude towards change
	Due to extended assistance for adoption, this literature was found irrelevant.
(Honig, 1998)	Education and informal networks
	No role of education. Exploring informal networks was beyond the scope of this research.

In contrast, it found the need for creativeness and non-conformist characteristics as constituents of adaptiveness were more important for social media adoption. Adaptors are characterised by precision, methodicalness, discipline, reliability, efficiency, prudence and conformity. Innovators are characterised by being undisciplined, thinking tangentially, more concerned with finding problems and approaching tasks from various angles. Adaptors at one extreme of the continuum strive to 'do things better' and innovators at the other strive to 'do things differently'.

The research disagrees with the literature about the characteristic of a social media user as listed in Table 5.32.

Table 5.32 Disagreement with the literature about characteristics of a social media user

Author	Findings
(Brandtzæg, 2010)	Social media users have been characterised as socialisers[1], debaters[2] and advanced users[3] who have high variety and frequency of use.
(Brandtzæg, 2012)	Socialisers have higher (social capital) use than debaters and advanced users.
	The research disagrees with both literature. None of the participants used social media for interaction with family and friends and as well for debating in forums.
(van Deursen & van Dijk, 2013)	People with low level of education use social media (internet) more than more qualified ones.
	The research did find that less qualified people were more successful than participants with higher qualification were. The researcher has clarified that this is more to do with the type of business rather than qualification.
(Chou et al., 2009)	Younger age was a significant characteristic of social media use. Younger health and poor health showed participation in groups. No impact of education was observed.
	The research agrees with no impact of education but does not agree that younger participants were more successful in social media use.

Note:
1 = Socialiser is defined as people who use social media for interaction with family and friends
2 = Debater's are people who use social media for discussion and connecting with people working towards a common cause
3 = Advanced users use social media for socialising, debating and contributing with a high frequency and variety of social media platforms.

In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the adoption method is listed in Table 5.33.

Table 5.33 Comparison of the proposition and findings about characteristics of the owner

Proposition	Actual findings
Innovativeness of microbusiness owner will impact social media adoption.	Innovativeness was found to inhibit Facebook adoption. Adaptors who are creative and non-conformist seem to perform better than others do.
Owners who have tendency to socialise and debate will have higher possibility of success than others.	None of the owners were socialiser or interested in debating.
Professionals who have higher education level may have lower levels of social media use.	This was found to be true – but the real reason as speculated was probably not education.
Younger owners may out-perform older owners in social media use.	Age and experience was found to have no relation with successful Facebook use.

Surprisingly, the findings do not support the propositions and goes against the established knowledge about characteristics of small business owner and technology use. It is speculated that due to the influence of training and learning processes and the use of an appropriate adoption method seemed to give results, which does not support existing knowledge.

Continuing the trend of disagreement, the research found that microbusinesses who adopt Facebook are not neurotic contrary to general users of Facebook according to research as listed in Table 5.34. However, it partially agrees with some of the literature as listed first in Table 5.34.

Table 5.34 Partial agreement with the literature about relationship between individual personality and social media adoption

Author	Findings
(Devaraj et al., 2008)	Establishes the role of individual differences of personality in technology adoption. It establishes that individuals with higher dependability (conscientiousness) will have greater intention to use technology if it is perceived useful. People with higher neurotic tendencies (emotionally unstable) will have a negative attitude about usefulness of technology. Individuals with intellect/imagination or open to experience will have a positive attitude toward usefulness and technology adoption. People with agreeableness tendencies will have positive beliefs about usefulness and hence tend to use technology.
	This research could not conclusively establish that microbusiness owners who are conscientiousness will make greater use of social media if perceived useful. It finds that none of the microbusiness owners are neurotic and hence they did not have negative about social media. It also finds that most microbusiness owners are open to experience and display normal agreeableness tendency thus making them amenable to successful technology adoption. However, the research could not establish a relationship between personality and successful use of social media.
(Ross et al., 2009)	Finds that the personality factors were not as influential in predicting Facebook use as expected.
	This research agrees with this literature.
(T. Ryan & Xenos, 2011)	Facebook users tend to be more extroverted, but less conscientious. (uses multiple scales)
	This research found no such evidence about microbusiness owners.
(K. Moore & McElroy, 2012)	Extroverted people have more Facebook friends but that does not mean that they interact with them more than introverts do. People with the personality type of agreeableness seemed to have a larger frequency of Facebook use. Dependable people may or may not spend time using Facebook. Similarly, there was no relation between emotional stability and openness and use.
(Correa et al., 2010)	It reports that users with personality type of extroversion and openness to experiences have greater use of social media. It finds that higher emotional stability inhibits social media use.
(Hughes et al., 2011)	Facebook users are high on neuroticism (low emotional stability) but they are not necessarily extroverts, dependable or open to experience.
	The research could not establish a relationship between personality and successful use of social media.

The research does find some similarity with the results of one author (Devaraj et al., 2008) who says users who are positively bestowed towards stable personality may be a better user of technology but there is no compelling evidence to make a positive claim. The researcher speculates that the reason for non-agreement of the

literature with the findings is because the comparison between individual users and business use of social media. The literature listed in Table 5.34 baring one (Devaraj et al., 2008) is based on individual users of social media. Hence, the comparison does not result in definite direction. Another reason could be that the sample size is very small for detecting a trend towards any specific personality and successful use of social media. Finally, consistent with the observation of some (Ross et al., 2009) personality test in its present form are not suitable for examining social media use by microbusinesses. However, the findings have been successful in identifying several sub-dimensions, which could give some indication about the type of mind-set required for using social media.

In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the personality is listed in Table 5.35.

Table 5.35 Comparison of the proposition and findings about personality

Proposition	Actual findings
Microbusiness owners may have a Facebook personality (extrovert) and once installed and perceived useful they will have no problem using it.	Most microbusiness owners tested to be extroverts and hence this could not be a differentiating factor.
They may be able to display their dependability, emotional stability and agreeableness, which could induce greater confidence of the customer in their business.	Most microbusiness owners' displayed dependability, emotional stability and agreeableness, which they believed, was a natural requirement of doing business. Successful users did not score higher than the others.
Overall microbusiness owners who have tendency towards being extrovert, dependable, agreeable and emotionally stable may have a greater success at Facebook.	Almost all microbusiness owners displayed the tendency towards extrovert, dependable, agreeable and emotionally stable and hence this could not be the basis of differentiation between successful and not successful users.

The findings do not support the propositions and goes against the established knowledge about personality type and Facebook use. This disagreement with existing knowledge may be associated with context since individual users and business users have different motivation especially microbusiness owners who are generally characterised by their appetite for risk and uncertainty.

The process of reaching the agreement/disagreement, extensions and new knowledge is based on the comparison between the propositions and actual findings as shown in and. The agreement/disagreement, extensions and new knowledge as explained above is listed in Table 5.36. This table summarises the linkages about knowledge related to the fourth sub research question: what are the requisite traits of a successful social media microbusiness owner.

Table 5.36 Summary of knowledge linkages related to characteristics and personality

Agreement/disagreement	Extensions to knowledge	New knowledge
Disagree that innovativeness is the dominant characteristics required for technology adoption.		Adaptorness in terms of creativity and non-confirming nature is suitable for social media adoption.
Disagree that age, qualification and experience play any role for technology adoption by microbusiness owners.		
Disagree that Facebook users are introverts and neurotic.	Stable personalities maybe better positioned to adopt technology for business purposes.	Personality in terms of extroversion and emotional stability not valid variable for microbusiness owner to adopt technology.

5.2.3 Most established challenges overcome by training.

The research does not support most surveys and research (Günther et al., 2009; Kärkkäinen et al., 2010; McKinsey Quarterly, 2007) that have found the working population not using social media in the work context.

The research does not find any of the challenges as listed below relevant for microbusiness owners to use social media due to the presence of a dominant training program.

> ➢ Lack of knowledge of the possibilities of social media innovation.
> ➢ Difficulties in calculating return on investment of time.
> ➢ Problems in adopting new mental models and practices required for adoption.
> ➢ Lack of proof of application by businesses.
> ➢ Privacy concerns.
> ➢ Frequent changes in interface and automatic updates.

Most established challenges, such as resource, operational, attitude and capability, proposed by several authors (Nguyen, 2009; Wolcott et al., 2008) did not matter in this adoption process due to the presence of a dominant training program. Moreover, social media technological characteristics (free to use) did not pose any direct resource constraints. Most microbusiness owners did not perceive time management as a problem due to efficient training. Existing challenges are mostly nullified through efficient training and technological characteristics. The remaining challenges of context and operation are in agreement with the existing authors (Nguyen, 2009; Wolcott et al., 2008). In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the challenges is listed in Table 5.37.

Table 5.37 Comparison of the proposition and findings about challenges to social media use

Proposition	Actual findings
Context related challenge such as not suitable for a business may limit Facebook use.	Context related challenge was the most dominant challenge.
Maintaining a mental mode of Facebook would be difficult for most owners.	Maintaining a mental mode was the most dominant challenge.
Lack of knowledge and skill could be overcome by training.	Lack of knowledge and skill was easily overcome by training.
Return on investment of time of would be difficult to be justified for Facebook.	It was not difficult to be justified for those who experienced gain in customers.
Access challenges will have an impact on Facebook adoption.	Access challenges were not a significant challenge.

The process of reaching the agreement/disagreement, extensions and new knowledge is based on the comparison between the propositions and actual findings as shown in Table 5.37 along with examination of individual literature. The agreement/disagreement, extensions and new knowledge as explained above is listed in Table 5.38. This table summarises the linkages about knowledge related to the fifth sub research question: what are the challenges that may hinder social media adoption?

Table 5.38 Summary of knowledge linkages related to characteristics and personality

Agreement/disagreement	Extensions to knowledge	New knowledge
Agree that some context and operational challenges may remain.	Technological characteristics will induce some challenges	Training will overcome most challenges experienced by microbusiness owners

5.3 A Theory of Organisational Factors Controlling Social Media Adoption

The dominance of the organisational factors over other factors (technological and environmental) is established as conceptualised. The theoretical development is shown in Figure 5.7.
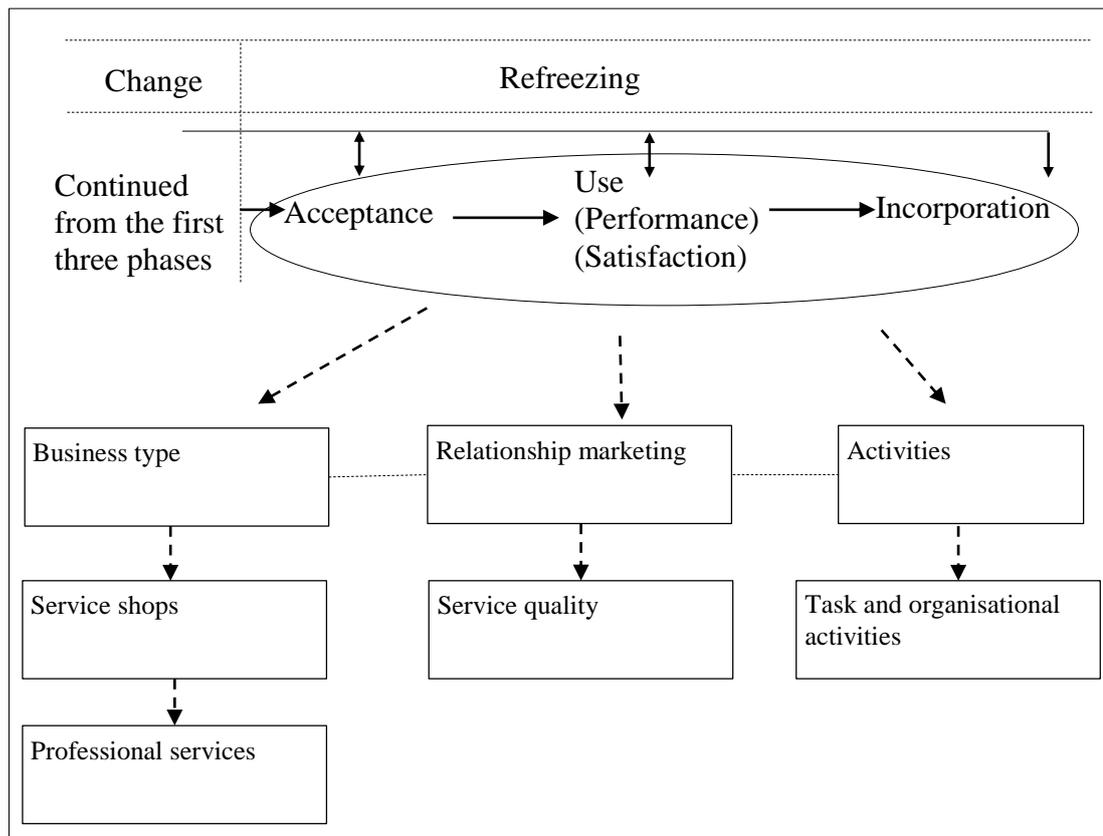
Figure 5.7 A social media adoption theory based on organisational factors

The overall organisational theory about technology use, acceptance and incorporation is based on the three constituents: business type, relationship marketing and activities of the organisation, here the microbusiness. The three constituents are examined individually in three subsections for their linkage to existing knowledge.

5.3.1 Business type dominant factor in social media adoption.

The research established the dominant role of business type in social media adoption by microbusinesses. Unfortunately, this relationship is completely new knowledge, as no past precedence was available for examination of social media

technology by businesses in general and microbusinesses in particular. Overall, this research is in agreement that innovation adoption, such as social media, is dependent on the type of organisation such as service or manufacturing (Damanpour, 1991). The literature on typology of service business is listed in Table 5.39.

Table 5.39 Extension to the literature on typology and classification of service businesses

Author	Typology/classification
(Kotler & Levy, 1969; Levitt, 1980; Lovelock, 1983; Rathmell, 1974; Shostack, 1977)	➢ Transaction is exchange of value ➢ No pure goods and services – offering are bundle of goods and services ➢ Degree of intangibility and tangibility – a continuum ➢ Tangible and intangible actions directed at peoples body or mind ➢ Presence - physical, mental or both ➢ Tangible and intangible actions directed at things ➢ Goods - physical possession and intangible assets
(Mills & Margulies, 1980)	➢ Personal interface between the customer and the businesses ➢ Three types – maintenance, task and personal interactive ➢ Maintenance interactive – cosmetic and continuous interaction ➢ Task interactive – concentrated interaction – problem solving ➢ Personal interactive – Solving personal nature of problems ➢ Seven interface variables – Information, decision, time, problem awareness, transferability, power, attachment
(Chase & Tansik, 1983; Mersha, 1990)	➢ Contact – duration of customer's presence ➢ Degree of customer contact ➢ A continuum ranging from high to low contact ➢ Pure services, mixed services and quasi manufacturing ➢ Active contact – requires interaction and hence customisation ➢ Passive contact – less interaction e.g. bus travel
(Lovelock, 1983)	➢ Relationships with customers - Membership relationship or no formal relationship ➢ Nature of service delivery – continuous or discrete transactions

	➢ Exercise of judgement in meeting customer needs
	➢ Degree to which service is customised
	➢ Nature of demand – fluctuations and peak demand
	➢ Method of service delivery – Shop, customer premises, online
(Schmenner, 1986)	➢ Labour intensity – ratio of labour cost to equipment cost
	➢ Degree to which customer interacts with the service process
	➢ Degree to which the service is customised for the customer
	➢ Four types – Shown in Figure 2.8.
(Silvestro et al., 1992)	➢ Analogous to production process model in manufacturing
	➢ Unifies all above models and adds number of customers processed each day
	➢ Three types – Shown in Figure 2.9.

The researcher claims that by establishing a relationship between type of service business and social media adoption it has extended the literature as listed in Table 5.39. In absence of direct individual literature linking business type and information system adoption, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the type of business is listed in Table 5.40.

Table 5.40 Comparison of the proposition and findings about type of business

Proposition	Actual findings
Facebook will help businesses with lower intangibility to increase sales. Business with higher intangibility will use it to counteract the abstractness and educate their customers. Overall, it is expected that businesses with lower intangibility will have more utility of Facebook.	Tangible dominant businesses were able to increase sales and were more successful in exploiting usefulness of Facebook. It was not possible to verify whether Facebook was used to counteract abstractness.
Facebook will help business with cosmetic and continuous interaction - the mechanical interactive type to market their products over the other interactive types.	Mechanical and task interactive type were more successful than the personal interactive type of participants.

Continued

Table 5.40 Comparison of the proposition and findings about type of business (continued)

Facebook will be sparingly useful (not resulting in direct sales) for businesses with high degree of judgement, customisation and contact time.	Businesses with high degree of judgement, customisation and contact did not perform well with Facebook.
Service shops will have greater success with Facebook than professional services.	True
Classifying services business is a useful indicator and predictor of social media success.	True

The process of reaching the agreement/disagreement, extensions and new knowledge is based on the comparison between the propositions and actual findings as shown in Table 5.40. The agreement/disagreement, extensions and new knowledge as explained above is listed in Table 5.41. This table summarises the linkages about knowledge related to the sixth sub research question how does type of business influence the social media adoption success.

Table 5.41 Summary of knowledge linkages related to business type

Agreement/disagreement	Extensions to knowledge	New knowledge
Innovation adoption is related to business type.	Typology of Services literature is extended by establishing a relationship with information system adoption.	Service shops more amenable to social media adoption than professional services.
		Degree of tangibility, interaction, customisation, contact extend of judgement in service delivery and service delivery channels all related to social media adoption.

It is to be noted here that information system literature does not have any information about type of business and adoption of technology. The agreement/disagreement based on the propositions is associated with innovation adoption, which is a generic term. Moreover, such innovation adoption has been differentiated between manufacturing and service businesses but never for a

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segment within the service businesses, such as professional services and service shops. The unique contribution of this research lies in its identification that type of business will affect social media adoption. Further, such adoption is dependent on the degree of tangibility, interaction, customisation, contact extend of judgement in service delivery and service delivery channels.

5.3.2 Social media has positive linkage with the principles of relationship marketing.

This research established dominant role of relationship marketing in terms of improvement in the sub component of service quality, such as assurance and tangibles. Based on this finding, the research is in agreement indirectly with the impact of interactive services on relationship marketing (Berry et al., 2010; Bolton et al., 2013). The researcher also claims to have extended the service quality literature along with its established instrument SERVQUAL (Parasuraman et al., 1985, 1988) by applying it in a unique context of microbusiness and social media. As established in the literature review, relationship marketing has always been in the preview of the marketing literature and linkages with technology adoption were not available to the best of the available knowledge. Therefore, the output of the impact of social media on relationship marketing is purely new knowledge.

In absence of direct individual literature linking relationship marketing with information system use, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the relationship marketing is listed in Table 5.42.

Table 5.42 Comparison of the proposition and findings about relationship marketing

Proposition	Actual findings
Relationship pricing – New relations maybe formed as owners may want to reward customers who recommend and promote their business.	No impact was observed due to implementation of Facebook.

Table 5.41 Comparison of the proposition and findings about relationship marketing

Internal marketing – Family and friends may form this group who promote the business through their networks on Facebook.	No impact was observed due to implementation of Facebook.
Assurance – Facebook may positively impact the assurance determinant of quality thereby increasing service quality and trust.	Facebook positively impacted assurance thus improving service quality and trust.
Tangibles – Could be termed as online tangible which may alter website appearance through social plugins.	Facebook altered tangibles in terms of personnel and shop appearance and website appearance.

The process of reaching the agreement/disagreement, extensions and new knowledge is based on the comparison between the propositions and actual findings as shown in In absence of direct individual literature linking relationship marketing with information system use, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the relationship marketing is listed in Table 5.42.

Table 5.42. The agreement/disagreement, extensions and new knowledge as explained above is listed in Table 5.43. This table summarises the linkages about knowledge related to the seventh sub research question what is the significance of existing customer relationship practices on social media adoption.

Table 5.43 Summary of knowledge linkages related to relationship marketing

Agreement/disagreement	Extensions to knowledge	New knowledge
Technology impacts relationship marketing	Service quality literature is extended by establishing a relationship with information system adoption.	Dual impact – Good relationship marketing improves adoption. Adoption improves relationship marketing
		Social media positively impacts tangibles, assurance and components of service quality.

5.3.3 Social media adoption impacted by organisation activities.

This research agrees that technology adoption is impacted by the nature of activities of the organisation (Kwon & Zmud, 1987). Consistent with the others in Section 5.3, this section is about new knowledge as no significant investigations were found that relates technology adoption to organisational activities. This research claims extension to individual literature on classification of social media activity as listed in Table 5.44 and the task characteristic model as described in Table 5.45 by finding a relationship between them.

Table 5.44 Extension to the literature on classification of social media activity

(Kietzmann et al., 2011)	(Kidd, 2011).	(Stockdale et al., 2012)	(Rishika et al., 2013)
Identity, conversations presence	Marketing	Business value	Customer visit frequency
Sharing, groups, reputation	Inclusivity (community)		Profitability.
Relationships	Collaborative		

Table 5.45 Agreement with the task characteristic theory used to establish a relationship model with social media activity

Author	Purpose/model
(Daft & Macintosh, 1981)	*Task characteristic model* - It uses the base model of task variety and analysability (Perrow, 1967) and adds amount of information and equivocality of information to propose a 4X4 matrix of task and information characteristics model which is empirically tested.

In absence of direct individual literature linking task characteristics and information system adoption, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. There is significant variation from the propositions made in relation to task characteristics and Facebook activity as listed in Table 5.46.

Table 5.46 Comparison of the proposition and findings about task characteristics

Proposition	Actual findings
Microbusiness with higher task variety, which is reasonably analysable, will have a quantitative focused Facebook activity (business value).	Analysability provided a better yardstick to distinguish Facebook activity.
Microbusiness with less analysable task will resort to experience, trial-and-error, observe others and practice simple repetition to perform its Facebook activity (marketing).	All microbusinesses relied on experience, trial-and-error, observing others, and practicing simple repetition to perform Facebook activity.

It is speculated that the differences may be due to exploratory knowledge in this subject area resulting in poor understanding of the relationship between task characteristics and social media activity.

The researcher claims to have extended determinants model of business activity (Damanpour, 1991) by establishing a positive relationship between organisational activity variables of professionalism, specialisation, formalisation, centralisation and external communication and social media activity. In absence of individual literature that links business activity with information system adoption, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the xxx is listed in

Table 5.47 Comparison of the proposition and findings about organisational activity variables

Proposition	Actual findings
Facebook can assist in professionalism and specialisation by improving external communication but contingent on the type of service business.	Facebook had a positive effect on professional activity and specialisation by improving the communication with customer.
	Greater the intangibility and customer contact of the service business higher the need for display of specialisation and professionalism in Facebook activity.

Table 5.47 Comparison of the proposition and findings about organisational activity variables

Formalisation of Facebook use – (incorporating daily use) would significantly improve the chances of continued use and success.	A formalised approach such as mandatory Facebook use each day was found beneficial for continued effective use.
Low professionalism, high formalisation, and high centralisation may assist Facebook adoption.	Low professionalism, high formalisation and high centralisation assisted Facebook adoption.
Facebook may incrementally impact activities of external communication.	Facebook made incremental changes to the advertising and selling processes of the microbusiness.

The process of reaching the agreement/disagreement, extensions and new knowledge is based on the comparison between the propositions and actual findings as shown in Table 5.46 and Table 5.47. The agreement/disagreement, extensions and new knowledge is listed in Table 5.48. This table summarises the linkages about knowledge related to the eighth sub research question: what activities are present in successful social media adoption.

Table 5.48 Summary of knowledge linkages related to organisation task characteristics and activity

Agreement/disagreement	Extensions to knowledge	New knowledge
Activity impact technology adoption.	Social media activity literature is extended by establishing a relation with the task characteristic model.	Task characteristics impacted the nature of social media adoption. Task analysability better variable to differentiate Facebook activity.
	Extends determinants model of business activity.	Organisational activities impacted the nature of social media adoption.

The unique contribution of this study lies in establishing a relationship between adoption of technology and task characteristics and organisation activity variables.

5.4 A Theory on Performance Measurement System for Social Media

New knowledge is developed in the form of a social media performance measurement system and a general performance measurement system. The general performance measurement system development was necessary since it did not exist in the observed microbusinesses. The research had to overstep its boundaries of research commitments and develop a general performance measure system for microbusinesses.

The researcher based on the agreements and disagreement claims partial extension to the literature as listed in Table 5.49.

Table 5.49 Partial agreement with the literature about performance measurement models for small and medium businesses[1]

Author	Name of model/Framework	Findings
(Jarvis et al., 2000)	Grounded performance measurement system for very small businesses	Cash not profit or sales along with non-financial qualitative measures important.
(Laitinen, 2002)	Dynamic integrated performance measurement system	Differentiates between service and manufacturing business type on performance measurement
(Hudson, Lean, et al., 2001; Hudson & Smith, 2007)	The process management method of developing performance measure	Empirically tested a process method of developing performance measure
(Hudson, Smart, et al., 2001)	Examining differences in theory and practice by adapting Cambridge system	Significant gap between theory and practice
(Garengo, 2009)	A classification framework for performance measurement system	Relation between quality accreditation and performance measure
(Garengo & Bititci, 2007)	Contingency approach to performance measurement	Identified four contingency factors which impact performance measurement

Note: 1 = List is not exhaustive. Models have been purposefully selected and ordered in terms of importance as perceived for this investigation.

This research agrees with most of the inputs about relevance, simple to use and easy to compute as proposed by several authors listed in Table 5.49. It also research agrees and uses some of the measures proposed in the integrated performance measurement system (Laitinen, 2002) as a base model for developing a performance measurement system focused solely on microbusinesses. This research also finds the utility of result and determinant model (Fitzgerald et al., 1991, p. 58), in terms of the role of business competitive differentiators which formed an important part of the developed performance measurement system.

The research disagrees with some of the tangible measures, such as phone ringing, spirit of transactions and busyness due to want of similar evidence (Jarvis et al., 2000). It also does not find evidence of equanimity about cash and profit being interchangeably used by microbusinesses, but this was beyond the scope of this research (Jarvis et al., 2000). It did find the need of esoteric aims and its relationship to survival and agrees with the existence of such a relationship (Jarvis et al., 2000).

In addition to examining the individual literature, the researcher compares the findings and conceptualisation (theoretical framework) to find agreements and disagreements. The proposition and corresponding findings related to the performance measurement of social media is listed in Table 5.50.

Table 5.50 Comparison of the proposition and findings about the performance measurement system of social media

Proposition	Actual findings
Social media adoption models may not serve as a fruitful purpose for measuring performance but at best certain metrics such as number of likes maybe used as a proxy measurement to observe performance.	Social media model and metrics did not prove as a fruitful method to measure performance. Non Facebook metrics were more successful in observing performance
	Continued

Table 5.50 Comparison of the proposition and findings about the performance measurement system of social media (continued)

The similarity of the integrated performance model with the result and determinant model may make it amenable for tandem use by serving as a base model with its actual operational measures (for business strategy) useful to quickly initiate an operating system in the microbusiness.	Both the models could be used simultaneously. Very few elements (five) were actually used in the base model.
The result and determinant model derived specifically for service businesses may be ideal for measuring social media performance by observing its impact on competitive environment and business strategy. The impact may be contingent on the type of service businesses.	The result and determinant model proved highly useful for explaining subtle differences in performance measurement between professional and service shop.
The six propositions (Table 2.62 on page 113) developed using the survival maintenance model such as social media assisting in survival of business, meeting esoteric goals and perceiving changes in constraints may give significant new non-financial measures to gauge social media performance.	Besides esoteric aims, no other elements from the survival maintenance model were useful for measuring Facebook performance.

No significant differences were observed between the propositions and the actual findings besides the use of very few elements from the integrated performance model as explained earlier. The extensive literature review and probably shunning the unified model developed (2.4.2.2 p. 134) in favour of generic propositions helped in keeping an open mind within the presence on a priori. This is a departure from the usual process of building knowledge, which tries to build on existing knowledge by either refuting or extending it. Such a bold step (Jarvis et al., 2000) was necessary since the main purpose was to develop a performance measurement system of social media rather than falsifying existing performance measurement models.

The microbusiness specific propositions made from the survival maintenance model (Jarvis et al., 2000) as shown in Table 5.51 were simply of the nature of yes and no which served its purpose to refine the developed theory.

Table 5.51 Comparison of the additional proposition and findings about the performance measurement system of social media

Proposition	Actual findings
If survival is the focus, any assistance offered by social media to achieve this purpose should be monitored.	Facebook offers indirect survival assistance in terms of meeting esoteric aims of the owner.
It should be observed if social media helps in meeting the esoteric aims such as altruistic goals, status consideration and professional pride.	Facebook helps in meeting esoteric aims of the owners.
Can social media assist the owner in perceiving changes in constraints external and internal to the business and in turn arrange and re-arrange objectives?	No such assistance was observed through Facebook
Can social media assist in monitoring performance? Frequency of monitoring – Covering initial order to final payment?	No such assistance was observed through Facebook
Can social media assist the intuition process and display leadership especially during dealing with customers and communication in public forums?	No such assistance was observed through Facebook
Can social media improve the tangible and intangible non-financial measures?	No such improvement was observed.

The process of reaching the agreement/disagreement, extensions and new knowledge is based on the comparison between the propositions and actual findings as shown in Table 5.50 and Table 5.51. The agreement/disagreement, extensions and new knowledge is listed in Table 5.52. This table summarises the linkages about knowledge related to the ninth and final sub research question: how can performance of social media be measured?

Table 5.52 Summary of knowledge linkages related to performance measurement

Agreement/disagreement	Extensions to knowledge	New knowledge
Integrated performance measure system a good base model.	Extends small business performance measurement literature.	A Social media performance measurement system as shown in Table 4.34 p. 390.
Focus on survival and esoteric aims.		A general performance measurement system for microbusinesses Table 4.24 p. 369.

The unique contribution of this research lies in the development of social media performance measurement system with process measurement. Such focused development has never been attempted within the information system literature either for large or small businesses.

Chapter 6 Conclusions

The microbusiness owners adopt social media through an interdependent process of addressing concerns, training and experiential learning. Individual and organisational factors control the acceptance, use and incorporation. Owner measures performance by observing social media capability to improve competitive business differentiators.

The study set out to help microbusinesses adopt and continue using social media successfully with possible gain of new customers. It aimed at developing the most comprehensive information system implementation theory. Comprehensiveness and relevance made the researcher select a six-step implementation process of initiation, adoption, adaptation (unfreezing & change) and use, acceptance and incorporation (freezing). Each step is examined against the five factors (variables) of individual, technological, organisational, environmental and performance measurement, which are known to influence the implementation process. Besides identification of the factors and steps in the implementation process, no study has attempted to undertake such a comprehensive and relevant investigation of information system for theory development. This research uses overarching theory that *Social Media implementation is a six-step process of initiation, adoption, adaptation acceptance, use and incorporation controlled by five factors namely, individual, organisational, technological, environmental and performance measures.*

Microbusinesses were purposefully selected to manage the large scope of this investigation. The research is unique in its process (Figure 1.2 p. 25) due to its holistic dynamic approach. It continuously iterates around a central research question (How and why is social media adopted by microbusinesses?) with the literature review, methodology and findings to establish or extend knowledge.

The iterations help in relevant knowledge building, developing new research questions with use of relevant data collection and analysis methods. This reflexive approach resulted in nine sub-research questions (SRQ) as listed below:

SRQ1 What are effective training techniques that enable microbusiness owners to successfully adopt and use social media?

SRQ2 How does the microbusiness owner learn to use social media?

SRQ3 What are the motivation factors for microbusiness owners who successfully adopt social media?

SRQ4 What are the requisite traits of a successful social media microbusiness owner?

SRQ5 What are the challenges that may hinder social media adoption?

SRQ6 How does type of business influence the social media adoption success?

SRQ7 What is the significance of existing customer relationship practices on social media adoption?

SRQ8 What activities are present in successful social media adoption?

SRQ9 How can performance of social media be measured?

The research is eclectic in its choice of theories and does not purport to prove or falsify any particular theory. It aims at building new theory and knowledge through the fusion of many existing theories with the amalgamation of empirical material to explain the implementation process. It chooses a critical research paradigm with the aim of transforming its participants through information system implementation. The critical research paradigm coupled with Lewin's social change method provided a powerful method to intervene in the microbusinesses, proactively be the change agent and simultaneously develop theory. The eclectic choice of theory is further carried on to an eclectic choice of data collection (Table 3.6 p. 186) and analysis (Table 3.21 p. 203) methods to address different research questions at different phases of the implementation process.

The conclusions chapter is structured as follows:

- ➤ The main findings from Chapter 4 are synthesized (6.1).
- ➤ A list of new knowledge and output created as a process of this research is created (6.2).
- ➤ A list of expected and existing publications of this research is presented (6.3).
- ➤ The limitations of the research project (6.4)
- ➤ Implications for research and practice (6.5)

The five factors that impact the six phases of adoption initiation, adoption, adaptation, use, acceptation and incorporation along with treatment process of unfreezing, change and freezing was found to meet the objective of determining a comprehensive social media implementation method suitable for microbusiness. It meets the main objective of this research to be the most comprehensive technology adoption investigation and consequently the most comprehensive technology adoption theory investigated in the field of information systems. The holistic dynamic approach along with an eclectic choice of theory and data collection and analysis methods helped to meet the main objectives of the project.

6.1 A Synthesis of the Main Findings of this Research

This section will synthesize the main findings to answer the research questions. The main findings are summarised within each sub section of Chapter 4 and a comprehensive list of findings have been provided in Section 4.5 of page 392. Subsequently, the findings have been examined with literature and the theoretical framework (2.5.1 p. 143) in Chapter 5 to establish agreement/disagreement, extensions and new knowledge creation. The purpose of this section is to make the reader aware of the main findings and attempts to generalise them to overall information system implementation. Consistent with other chapters this section is broken down into four sub sections as below:

➢ The first sub section addresses the process of social media adoption (6.1.1).

➢ The second sub section addresses the individual factors responsible for social media adoption (6.1.2).

➢ The third sub section addresses the organisational factors responsible for social media adoption (6.1.3).

➢ The fourth sub section addresses the role of performance measurement factors responsible for social media adoption (6.1.4).

6.1.1 Concerns based adoption method a powerful system for social media adoption.

The research set out to answer the central research question: how is social media adopted by microbusiness? In addition, was assisted by two sub research questions: What are effective training techniques that enable microbusiness owners to successfully adopt and use social media and how does the microbusiness owners learn to use social media? Social media is adopted by microbusinesses through use of the concerns based adoption method assisted by training and learning processes. Quick start training and self-training are the most effective training techniques that enable microbusiness owners to successfully adopt and use social media. Microbusiness owners learn to use social media by solving real problems and constructing their own knowledge (personal and social) with concrete experience complimented by reflective observation.

The concerns based adoption method has been established as an effective system for information system adoption such as social media by microbusinesses. The diminutive form used during the implementation process has been shown in Figure 4.3 of page 242 and repeated here for ready reference. The method as shown in Figure 6.1 below is highly generic and can be applied to situations of information system adoption even in small and medium businesses, which have an overpowering dominance of the owner.
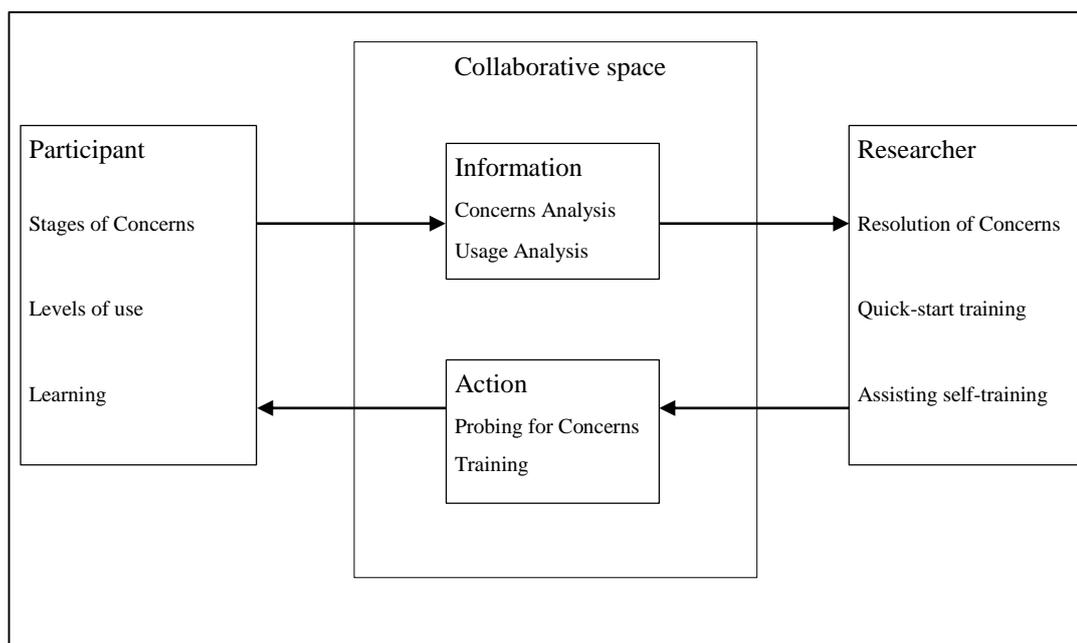
Figure 6.1 The minimalist concerns based adoption process

The collaborative space when executed using the Effective Technical and Human Implementation of Computer-based Systems (ETHICS) (Mumford, 2001) overcomes one of the main limitations of the concerns based adoption system as experienced during this research. This method, in-built with the training and learning process, is one of the cornerstone contributions of this research to the information system literature.

The two other main findings, which assist the concerns based adoption process, are the prescription of using quick start training and self-training along with self-determined experiential learning focused on concrete experience. The employer based customised training procedure usually used for larger businesses has been found suitable even for smaller businesses. Subsequently, self-training which has been found useful for continual training of the owners can be used in small and

medium businesses for continual training of the workforce. Self-determined experiential learning focused on concrete experience using personal and social knowledge may help adoption of information systems. The learning process can be expedited through reflective observation resulting in active experimentation of the implemented information system. Similar to training methods the use of experiential learning principles for instilling information system in businesses is a significant contribution to the management training programs.

6.1.2 Individual factors of usefulness and characteristics are dominant indicator of adoption.

The research set out to answer the central research question: why is social media adopted by microbusinesses? And in addition was assisted by three sub research questions: What are the motivation factors for microbusiness owners who successfully adopt social media, what are the requisite traits of a successful social media microbusiness owner and what are the challenges that may hinder social media adoption? The most dominant reason for social media adoption by microbusiness is marketing. It is adopted because they find usefulness of social media as a marketing channel for their business. Microbusiness owners continue using social media because they form a positive attitude towards it due to multiple positive experiences of usefulness ultimately leading to habit of use. The traits such as being adaptive, creative, optimistic, talkative, spontaneous, warm, flexible, reliable, uninhibited and imaginative can have a greater probability of success with social media. Context related challenge and maintaining a mental mode were the most dominant challenges for microbusinesses.

Usefulness of social media along with individual characteristics is the dominant indicator of social media adoption by microbusinesses. The findings about usefulness have been consistent with the existing knowledge in the information system literature and hence not considered of any great significance. Nevertheless, there are several significant contributions made about usefulness as follows:

> ➢ It identifies the constituents of usefulness. Usefulness has been understood in terms of communication, richness, fitness and relative advantage thus amalgamating various individual constructs within its ambit.

> ➢ It helps in understanding that relative advantage may not be a useful construct when the information system implemented is incremental (not radical). In such cases the information system maybe one of the many other systems operating towards the fulfilment of a common objective such as gain of new customer.

> ➢ Effort in social media is associated with not in using the information system but rather creating content for the media. However, this result could be biased due to the presence of a large implementation process involving training and learning.

> ➢ The conceptualisation of three types of use, such as need for use (extrinsic motivation), actual use and continued use synthesised from the literature (Figure 2.7 p.82), was found quite useful in understanding and effectively structuring the findings in a meaningful way.

Other contributions, such as marketing, are the most dominant motivation for social media use by businesses and habits resulting from positive disconfirmations are simply confirmations of existing knowledge. A major disagreement with existing knowledge that needs to be highlighted is related to the use of social media for connecting with weak ties. Existing literature found that social media was used for connecting with weak ties but this research found no such evidence of weak ties. It is speculated that for the microbusiness owners, Facebook is purely a customer acquisition tool and they prefer not to use it for any other purpose. However, this result is highly subjective and cannot be generalised in other situations.

The findings about individual characteristics and personality are considered quite significant since they practically refute all existing knowledge. Due to this disagreement, the findings cannot be considered generalizable to all information systems put specific knowledge applicable to microbusinesses in the context of social media. Despite the disagreement the specific knowledge generated are listed as follows:

> ➢ It establishes that people who are adaptors (characterised by precision, methodicalness, discipline, reliability, efficiency, prudence, and conformity - strive to 'do things better') are better at adopting social media than innovators (characterised by undisciplined, thinking tangentially, more concerned with finding problems and approaching task from various angles - strive to 'do things differently'). This is completely against the established norm of information system adoption by small and medium businesses, which say that innovative owners are better at adopting information systems.

> ➢ Similarly, age and gender seem to have a relationship with information system adoption as commonly known norm but the findings do not support such a norm.

> ➢ Another most surprising finding was the poor performance and dropout of the more qualified participants as against the less qualified ones. The usual norm is that qualified participants are susceptible to adopt information systems than their non-qualified counterparts.

The less generalizability of the findings does not reduce its appeal since plausible explanations can be proposed to explain the disagreement with existing norms. The first finding about adaptiveness is related to the technological characteristics, which require a disciplined rather than an innovative approach. Moreover, the initial friction with the social media tool has been resolved through a large implementation process involving training and learning. This is true for age and gender. The unusual result about qualification is based on the technological characteristics, which seems to suggest that professional services have less use of social media than others do. This is subsequently explored later in the organisational factors.

Finally, similar to the above, most challenges experienced by microbusinesses during information system implementation has been overcome through training and learning. The importance of the implementation process, including training and learning, cannot be undermined in any information system implementation. It successfully alters, treats and transforms the research participants and these results simply reinforce this notion. Moreover, such an observation supports the critical research paradigm followed in this research with the sole aim of transforming the research participants.

6.1.3 Type of business, marketing methods and business activity influenced social media adoption.

The research set out to answer the central research question: why is social media adopted by microbusinesses? And was additionally assisted by three sub research questions: How does type of business influence the social media adoption success, what is the significance of existing customer relationship practices on social media adoption and what activities are present in successful social media adoption? The influence of business type on social media adoption, the positive impact of social media on relationship marketing and the relationship between business

activity and social media activity may explain the reason for social media adoption by microbusinesses. Professional service business, which has low degree of tangibility, high interaction, customisation and customer contact, will have to make greater effort to use social media than service shops, which have higher tangibility and lower interaction, customisation and customer contact. Existing good customer relationship marketing practices make a positive impact on social media adoption and counterintuitively social media positively affects customer relationship marketing practices. Facebook activity focused around building reputation is more suitable for professional services, and selling activity, such as deals, is more suitable for service shops. Organisational activities of professionalism, specialisation, formalisation, centralisation and external communication can be improved through Facebook activity.

Type of business, marketing methods and business activity, which comprise the organisational factors and their relationship with social media adoption is a significant finding contributed by this research. Information system adoption literature has no focus on the type of business, relationship marketing and business activity making these findings a unique contribution to this research. Since the reliance was made on innovation adoption literature, the findings here cannot be treated as generalised to other information system adoption. Nevertheless, the findings are unique trends and hence considered significant contribution to the knowledge. The organisational factors, which are treated as significant contribution, are as follows:

> ➢ It recognises that type of business (services or manufacturing) influences the adoption of information system. Further, it establishes that type of services will also affect extend of adoption of information system in extreme cases this may be one of the cause of dropout.

> ➢ Adoption of information system may be impacted by the degree of intangibility, interaction, contact with the customer and the degree of customisation of the service. They may also be related to extend of judgement required in the service delivery process and sales channel such as brick and mortar, click and mortar or home service.

> ➢ Information system adoption may have a unidirectional relationship between relationship marketing in terms of service quality. A business having a good relationship marketing will probably be able to adopt information system quickly. On the other hand, information system may help in improving relationship management.

> ➢ Information system adoption maybe related to the task characteristics and organisational variables of professionalism, specialisation, formalisation, centralisation and external communication. It especially recognises that task analysability maybe related to information system adoption. Such a relationship has never been envisaged before.

The co-relations made here are based on the basic assumption that a business has two functions marketing and innovation (Drucker, 1954). It needs to mentioned that the conclusions drawn here is limited to the observed sample despite maintaining an extensive regime for selection of participants. Nevertheless, the researcher opines that it was successful in selecting a broad spectrum of service shops and professional services microbusinesses to develop an empirically based theory about the relationship between organisational factors and social media adoption.

6.1.4 Performance measurement is a necessary component for investigating technology (social media) adoption in microbusinesses.

The research set out to answer the central research question: why is social media adopted by microbusinesses? And was additionally assisted by one sub research question: how can performance of social media be measured? Performance measurement can show the microbusiness owner the tangible benefits from the adoption of social media, thus giving them a valid reason for use or continued use of social media. Performance is measured with financial and non-financial measures over the short-term and long-term. Short-term financial measures are coupon redemption and new customer gain while in the long term the measures are business resale value and survival. Short-term non-financial measures are resource utilisation and customer orientation while in the long term the measures are service quality and innovativeness.

Performance measures of information systems and its linkages to other functions of the business is the most under examined subject in the literature. This study establishes a social media performance measurement system in Table 4.34 page 390 reproduced as Table 6.1 for ready reference.

Table 6.1 A Social media performance measurement system for microbusiness

Facebook Performance (FP) measure	Short-term[1]	Long-term
Financial (direct and indirect)	Coupon redemption[2] New customer gain[3]	Business re-sale value Survival[4]
Non-financial (business strategy)	Resource utilisation[5] Customer orientation[6]	Quality – Tangibles & Assurance Innovativeness

Note:
1 = Business type and environment impact the short-term measures. Long-term measures do not show any impact.
2 = Service shop show greater inclination towards this measure rather than professional services.
3 = Uncertainty in the business environment makes businesses to focus more on new customer gain.
4 = Facebook indirectly impact survival by meeting the esoteric aims of the owner.
5 = Professional services show greater inclination towards measuring the information reach as an indicator of resource utilisation.
6 = Professional services who operate in uncertainty and turbulence will show greater inclination towards customer orientation.

The development of the social media performance measurement system could not be undertaken without a general-purpose performance measurement system for microbusinesses. Hence, the second most significant contribution made by this research as displayed in Table 4.28 page 378 is the development of a general-purpose performance measurement system for microbusinesses. This general-purpose performance measurement system is reproduced in Table 6.2 as for ready reference.

Table 6.2 A general-performance measurement system for microbusinesses

Performance (P) equals to	Short-term	Long-term
Financial	Liquidity	Business re-sell value
Non-financial (business strategy)	Resource utilisation	Quality X Flexibility X Innovativeness

It is highlighted that the social media performance measurement system developed as shown in Table 6.1 is a versatile model taking in to account business type, operating environment and individual requirements of the microbusiness owner. The performance measurement systems with their operational measures

can be easily implemented for measuring general performance or specific information system adopted by the microbusiness. It can be extended in small and medium businesses which have an overpowering dominance of the owner.

6.2 Knowledge Generated from this Research

The four new knowledge (theory) in the form of the central premise of this research are as follows:

- ➢ A theory for social media adoption method for microbusinesses as shown in Figure 5.3 p.399.
- ➢ A theory of individual factors controlling social media adoption as shown in Figure 5.6 p.422.
- ➢ A theory of organisational factors controlling social media adoption as shown in Figure 5.7 p.441.
- ➢ A theory of performance measurement system for social media as shown in Table 6.1 p. 465.

Based on this central premise of new knowledge the quantity of knowledge generated by this research is displayed in Table 6.3.

Table 6.3 Quantity of knowledge generated by this research.

Process and factors of adoption	New knowledge	Extension to existing knowledge	Disagreement to existing knowledge	Agreement to knowledge
Social media adoption method suitable for microbusiness - Table 5.6 p. 405.	3	3	0	2
Training method suitable for microbusiness - Table 5.12 p. 413.	1	1	0	1
Learning method suitable for microbusiness - Table 5.20 p. 421.	1	0	0	1
Individual factors of extrinsic motivation, perception of usefulness and continued use - Table 5.30 p. 432.	2	2	1	3
Individual factors of characteristics and personality - Table 5.36 p. 438.	2	1	3	0
Individual challenges Table 5.38 p. 440.	1	1	0	1
Organisational factors – Type of business - Table 5.41 p. 444.	2	1	0	1
Organisational factors – relationship marketing - Table 5.43 p. 446.	2	1	0	1
Organisational factors - Task characteristics and organisational activities - Table 5.48 p. 449.	2	2	0	1
Performance measurement system -Table 5.52 p. 453.	2	1	0	2

Addition of the figures in Table 6.3 results in eighteen new knowledge, thirteen extensions to knowledge, four disagreement with existing knowledge and thirteen agreement with existing knowledge generated because of this research. The details of each knowledge generation activity are provided in the four tables below. The tables provide the corresponding table with page number to the discussion chapter for each process and factor of adoption. This will help the reader to trace back the development process of new knowledge in Chapter 5. The researcher purposefully repeatedly provides this link so that reader does not consider the significant list of knowledge generated by this research as unfounded, overstated or not linked to the findings and the literature.

The first table in this series (Table 6.4) provides the details of new knowledge generated by this research.

Table 6.4 The list of eighteen new knowledge generated by this research

Process and factors of adoption	New knowledge
Social media adoption method suitable for microbusiness - Table 5.6 p. 405.	A complete adoption method as shown in Figure 5.3 & Figure 6.1.
	Tandem working of concern based method with Lewin social change method.
	Social media – social change model is required over problem solving method.
Training method suitable for microbusiness - Table 5.12 p. 413.	Quick start training as customised training found most suitable for microbusinesses.
Learning method suitable for microbusiness - Table 5.20 p. 421.	Finds conclusive links between learning abilities and learning styles of microbusiness owner and technology adoption.
Individual factors of extrinsic motivation, perception of usefulness and continued use - Table 5.30 p. 432.	Creating content on social media requires effort.
	Social media an additional channel of marketing hence relative advantage not important.

Table 6.4 The list of eighteen new knowledge generated by this research (continued)

Individual factors of characteristics and personality - Table 5.36 p. 438.	Adaptorness in terms of creativity and non-confirming nature suitable for social media adoption.
	Personality in terms of extroversion and emotional stability not valid variable for microbusiness owner's technology adoption.
Individual challenges Table 5.38 p. 440.	Training will overcome most challenges experienced by microbusiness owners.
Organisational factors – Type of business - Table 5.41 p. 444.	Service shops more amenable to social media adoption than professional services.
	Degree of tangibility, interaction, customisation, contact extend of judgement in service delivery and service delivery channels all related to social media adoption.
Organisational factors – relationship marketing - Table 5.43 p. 446.	Dual impact – Good relationship marketing improves adoption. Adoption improves relationship marketing.
	Social media positively impacts tangibles and assurance and components of service quality.
Organisational factors - Task characteristics and organisational activities - Table 5.48 p. 449.	Task characteristics impacted the nature of social media adoption. Task analysability better variable to differentiate Facebook activity
	Organisational activities impacted the nature of social media adoption.
Performance measurement system -Table 5.52 p. 453.	A social media performance measurement system as shown in Table 4.34 p. 390
	A general performance measurement system for microbusinesses Table 4.24 p. 369.

The second table (Table 6.5) in the series of four tables gives the details of the thirteen extensions to existing knowledge.

Table 6.5 The list of thirteen extension to existing knowledge generated by this reserach

Process and factors of adoption	Extension to existing knowledge
Social media adoption method suitable for microbusiness - Table 5.6 p. 405.	ETHICS[1] used for fostering collaboration. Quick start and self-training used for training. Experiential process of learning.
Training method suitable for microbusiness - Table 5.12 p. 413.	Self-training validated as a method for social media use by microbusinesses.
Learning method suitable for microbusiness - Table 5.20 p. 421.	None
Individual factors of extrinsic motivation, perception of usefulness and continued use - Table 5.30 p. 432.	Usefulness moderated by effort, facilitating condition and self-efficacy. Continued use requirements are same for microbusinesses.
Individual factors of characteristics and personality - Table 5.36 p. 438.	Stable personalities maybe better positioned to adopt technology for business purposes.
Individual challenges Table 5.38 p. 440.	Technological characteristics will induce some challenges.
Organisational factors – Type of business - Table 5.41 p. 444.	Typology of Services literature is extended by establishing a relationship with information system adoption.
Organisational factors – relationship marketing - Table 5.43 p. 446.	Service quality literature is extended by establishing a relationship with information system adoption.
Organisational factors - Task characteristics and organisational activities - Table 5.48 p. 449.	Social media activity literature is extended by establishing a relation with the task characteristic model. Extends determinants model of business activity.
Performance measurement system -Table 5.52 p. 453.	Extends small business performance measurement literature.

Note: 1 = ETHICS = Effective Technical and Human Implementation of Computer-based Systems (ETHICS) (Mumford, 2001)

The third table (Table 6.6) in the series of four tables gives the details of the four disagreement with existing knowledge.

Table 6.6 The list of four disagreement with existing knowledge generated by this research

Process and factors of adoption	Disagreement to existing knowledge
Individual factors of extrinsic motivation, perception of usefulness and continued use - Table 5.30 p. 432.	Disagree with the use of social media for connecting with weak ties.
Individual factors of characteristics and personality - Table 5.36 p. 438	Disagree that innovativeness is the dominant characteristics required for technology adoption.
	Disagree that age, qualification and experience play any role for technology adoption by microbusiness owners.
	Disagree that Facebook users are introverts and neurotic.

Finally, the fourth table (Table 6.7) in the series of four tables gives the details of the thirteen agreement to existing knowledge.

Table 6.7 The list of thirteen agreement to existing knowledge generated by this research

Factors of adoption	Agreement to knowledge
Social media adoption method suitable for microbusiness - Table 5.6 p. 405.	Concerns based adoption method is a valid method adopted from the education discipline for implementing information system in microbusinesses
	Concerns based adoption method superior over other methods
Training method suitable for microbusiness - Table 5.12 p. 413.	Agreement with the method and the unique requirements of training of the microbusinesses.
Learning method suitable for microbusiness - Table 5.20 p. 421.	Agreement with existing knowledge about microbusinesses learning processes
Individual factors of extrinsic motivation, perception of usefulness and continued use - Table 5.30 p. 432.	Marketing most used feature of social media.
	Richness useful for microbusinesses.
	Trivial development assists adoption.
Individual factors of characteristics and personality - Table 5.36 p. 438.	None

Continued

Table 6.7 The list of thirteen agreement to existing knowledge generated by this research (continued)

Individual challenges Table 5.38 p. 440.	Agree that some context and operational challenges may remain.
Organisational factors – Type of business - Table 5.41 p. 444.	Innovation adoption is related to business type.
Organisational factors – relationship marketing - Table 5.43 p. 446.	Technology impacts relationship marketing
Organisational factors - Task characteristics and organisational activities - Table 5.48 p. 449.	Activity impact technology adoption.
Performance measurement system -Table 5.52 p. 453.	Integrated performance measure system a good base model.
	Focus on survival and esoteric aims.

The researcher reiterates that the four tables (Table 6.4, Table 6.5, Table 6.6 and Table 6.7) provide the corresponding table with page number to the discussion chapter for each process and factor of adoption. This will help the reader to trace back the development process of new knowledge in Chapter 5. The researcher purposefully repeatedly provides this link so that reader does not consider the significant list of knowledge generated by this research as unfounded, overstated or not linked to the findings and the literature.

6.3 Publications which came out of this Research

Two papers have been published (Table 6.8) based on this research.

Table 6.8 List of publication based on this research

Citations	Theoretical Contribution
Mandal, D., & McQueen, R. J. (2012). Extending UTAUT to Explain Social Media Adoption by Microbusinesses. *International Journal of Managing Information Technology*, *4*(4), 1–11. doi:10.5121/ijmit.2012.4401	The major constructs of performance and effort expectancy played an insignificant role, and social influence and facilitating conditions did not influence the behavioural and adoption intentions of social media by microbusiness owners. Owner characteristics and codification effort dominated the use behaviour.
Mandal, D., & McQueen, R. J. (2013). Extending media richness theory to explain social media adoption by microbusinesses. *Te Kura Kete Aronui*, *5*. Retrieved from http://www.waikato.ac.nz/__data/assets/pdf_file/0020/167051/D-Mandal-Extending-media-richness-theory.pdf	In terms of richness, Facebook is considered richer than email in its capacity to express by photos, and to transmit web links but it does not necessarily lead to greater use of the tool. Individual differences from social interaction theory and the ability to learn the "command language" from access/quality theory dominated the use behaviour leading to the owner's inability to take advantage of this rich media.

Further twelve papers are in pipeline as detailed in Table 6.9.

Table 6.9 Potential journal papers in development

Title	Possible Target Journal
1. Establishing three interdependent processes for information system implementation	Management science
2. Action research: A problem solving method or change implementation method	Information system journal
3. The role of training during information system adoption	Education + Training
4. Examining effective adult experiential learning processes for information system adoption	Management Learning

Continued

Table 6.4 Potential journal papers in development (continued)

Title	Possible Target Journal
5. The need for use, actual use and continued use of social media in very small businesses	European Journal of Information Systems
6. Role of characteristics of the small business owner for information system adoption	Computers in Human Behaviour
7. Role of personality of the small business owner for social media adoption	Computers in Human Behaviour
8. Impact of organisational type on information system adoption	Decision Sciences
9. Relation between relationship marketing and social media adoption	Journal of Service Management
10. Relation between organisational activities and information system adoption	Information Technology & People
11. A performance measurement system for very small businesses	Journal of Small Business and Enterprise Development
12. A social media performance measurement system	Management Accounting

6.4 Limitations of this research

The dominant limitation of this research lies in its interpolation of Facebook to social media such that it generalises its results based on Facebook. This research has a balance of strength and opportunities it presents and limitations and fears which is common with all research projects. The analysis is displayed as a 4X4 matrix as shown in Table 6.10.

Table 6.10 A strength and limitation analysis of the research project

Strength	Opportunities
➢ Comprehensive and extensive theory ➢ Relevant & grounded	➢ Standard setting adoption investigation ➢ New theory - large empirical verification
Limitations	Fears (validity and generalizability)
➢ Interpolation of Facebook to social media ➢ Single technology	➢ Not repeatable ➢ Not general – too much microbusiness

This research meets its basic aim as articulated in the Introduction section to be the most comprehensive and extensive theory development investigation. It embraces the six stage implementation process of initiation, adoption, adaptation, use, acceptance and incorporation and the treatment process of unfreezing, change and freezing to examine the five factors of individual, technology, organisation, environment and performance. Consequently, with this large scope and action research methodology the research manages to be highly relevant to its participants by giving them tangible returns, such as gain in new customer and increase in sales. The iterative nature of moving between field research and literature review (Figure 1.2 p.25) and addition of new categories and concepts (Table 3.33 p. 214, Table 3.34 p. 214) during the field research for further investigation creates a research process which is grounded in the field data and thus making it academically highly relevant. It is proposed that future technology adoption investigation should maintain this standard of six phases of the implementation process and examine the encompassing five factors against the phases for a comprehensive investigation. Shorter investigations should categorically acknowledge this deficiency. The large number of new knowledge

generated by this research warrants another opportunity. This makes the new theories amenable to further testing in other situations using other technology and in other context.

The interpolation between social media and Facebook is done without allocating any justification besides that Facebook is a social media tool. It is quite possible that other social media tools such as Twitter or Pinterest may provide different results or may have completed different usage basis within the ambit of microbusinesses. This interpolation is a major weakness of this investigation since it just assumes that other social media tools may operate and behave in a similar manner and the theory developed here may be applicable to them in an attempt to create a generalised version of the theory such that it applies to all social media tools. In connection with this limitation, this investigation is limited to Facebook in a manner that it does not explore or list usage by the existing participants, such as Designer and Restaurant, using Pinterest, or Chiropractor and Financial Consultant using Twitter, or Business Mentors using LinkedIn for their business. This singular focus makes this investigation highly limited and does not acknowledge the presence of other social media tools and their impact on Facebook use.

Facebook and its implementation was a matter of the timing during that period, an event that has occurred in the past and cannot be repeated to reproduce the same results. The passage of time has removed this possibility and hence it will be impossible to reproduce these results. Moreover, such reproduction based on the bias created by this research would not make the results comparable. Finally, the focus of this research is extremely microbusiness oriented and the results cannot be termed as useful for even small and medium enterprises who can appoint personnel to use social media. Organisations appointing specialists to use social media can completely distort the results obtained here through specialist activities.

6.5 Implications for Research and Practice

This research proposes to set the standard for technology adoption investigation such that it should embrace the six stage implementation process of initiation, adoption, adaptation, use, acceptance and incorporation and the treatment process of unfreezing, change and freezing to examine the five factors of individual, technological, organisational, environment and performance. It raises questions on the existing huge focus of information system research on individual factors and behavioural intention leaving aside organisational and performance measurement factors in technology adoption. Moreover, it tries to bring back the focus on the process of adoption in terms of an adoption method, training and learning processes to reduce challenges in adoption.

This research provides an adoption method and a performance measurement system, which business mentors can use for technology adoption and measuring general or specifically social media performance in businesses.

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Appendix 1 Description of the action research participants

A1.1 The Fourteen Businesses in Cycle 1.

Food

Both the owners of Food are husband and wife who have limited qualification and experience in running the business. They manage the business along with their son who manages the shop in absence of his parents. Food1, who is the main functioning person, maintains the website, which is ecommerce enabled and linked with the inventory software. The website is managed through a dashboard which is operated by Food1who also manages all off line functions such as shop front, inventory, shelf management.

The products in the shop are directly imported and door delivered to their shop by the use of cargo agents. Food2 has a full time secured job and manages the importation part along with the finances and administrative function of the business. The business is yet to break even as explained by Food1 "*I still have money put into the business, but the results are encouraging and we had sizeable sales over the Christmas.*" Since an alternative source of income exists for the family, the business is viewed as a retirement source of income for Food2.

Computer

Husband and wife have long experience in managing and operating the business. The business employs 7 employees in various functions and serves as platform for the service function, which operates as an independent business from the same location. Checkout operators are part time high school students under a government scheme for employment-against-rebate of salary paid and hence not considered for computation of total number of employees.

This is a franchisee business controlled from its main head office with the local head Computer1 having a majority shareholding in this outlet. The website is linked with the internal inventory software but ecommerce capabilities are provided by main online outlet however products can be collected in store after transacting online. Computer1 manages the daily sales of the business and computer 2 controls the accounts function along with outstanding collection and credit control. The business is well established in the local market and serves as a major source of cheap computer parts for the computer geeks in the region. For both the owners this is the main source of income.

Cake

The owner who has limited qualification but long experience in running the business manages cake. She employs three part-time employees who help her preparing the cakes. Front desk staff assists the owner by handling the telephone, order taking and the checkout process.

The products in the shop are manufactured on made to order basis and cake accessories are sold on stand-alone basis. For the owner this is the primary source of income. Cake is well established to enjoy a reputation in the local market. The owner organizes cake-decorating classes through a club community service.

Beauty

The owner who is professionally qualified with reasonable experience manages the business. She employs two part-time beauticians and they all have their set of specific customers. One of the beauticians acts as receptionist who manages the appointments and the checkout process.

Beauty services such as facials, manicures and pedicures are offered through the outlet. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Travel

Three partners who individually have long experience in managing and operating the business manage travel. The business employs 5 employees who are travel sales agents and 1 administrative staff for accounting and banking. Other personnel working with this business are brokers who gain customers for a fixed return.

This is a franchisee business controlled from its main head office. The local head travel1 along with his two partners have 100% shareholding in this outlet. An outsourced vendor appointed by the franchisor manages the website content. Travel1 himself is not a sales agent but concentrates on growing the business through his agents. Travel2 is concerned with the commercial activities of the business and Travel3 was appointed since she was the youngest and considered most suitable for the Facebook application. The business is well established in the local market and serves as a major destination for travellers intending to go on cruises. For the three owners this is the main source of income.

Florist

The owner who has limited qualification but long experience in running the business manages the business. He employs two part-time employees who help him with floral designs and arrangements. Front desk staff assists the owner by handling the telephone, order taking and the checkout process.

The products in the shop are manufactured on made to order basis and floral accessories are sold on stand-alone basis. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Accountant

The owner who is a chartered accountant with short experience of running the business manages accountant. He has one part-time employee to help him with audit.

He offers professional accounting services which include taxation, payroll and business management support. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Restaurant

Both the owners of Restaurant are father and son who have good qualification and experience in running the business. They manage the business along with five part time employees in the afternoon and seven in the evening and on weekends. Restaurant1 is the main functioning person who operates the bar and checkout along with ordering of all raw materials and other functions of the business.

The products in the shop are cooked for consumption in the restaurant or takeaways. Restaurant2 (son) assist the father in all the functions of the business and also undertakes

take away deliveries during lean periods. The business is one of the many businesses in this region and has their share of clients. For the owner this is the primary source of income.

Graphic designer

Husband and wife having short experience in managing and operating the business manage graphic designer. The business has no employees and the husband provides the technical expertise while the wife performs the administrative functions.

The business offers professional designing services such as business logo, visiting cards and associated printing activities including screen printing services. The business is one of the many businesses in this region and has their share of clients. For both the owners this is the main source of income.

Builder

Builder is managed by husband and wife and is a relatively new business with the husband providing the necessary expertise and regulatory qualification. The business has no employees and all the activities of the business are performed through outsource vendors.

The business offers professional services for building of residential houses along with all the associated requirements including the final building warrant of fitness. The business is one of the many businesses in this region and has their share of clients. For both the owners this is the main source of income.

Motor Garage

Husband and wife who have limited qualification and experience in running the business manage motor garage. The husband provides the necessary technical expertise for the business and the wife looks after the administrative requirements of the business. The business has three part-time employees who work on commission basis.

They break down a specific brand of old and damaged cars to salvage the parts if required refurbish them and sell these to car-owners requiring replacing those parts. The business is unique for that particular brand and enjoys good patronage from local garages in the nearby region. For both the owners this is the main source of income.

Party hire

Two related members along with other members of the family manage party hire. The business does not require enormous qualification and the owners have the necessary experience to operate the business. As required, the owners outsource labour when required or during peak season.

The business provides hiring service of items such as linen, furniture, and cutlery required by customers who are holding functions or parties. The business is one of the many businesses in this region and has their share of clients. For both the owners this is the main source of income.

Dance trainer

Husband and wife who have limited qualification but long experience in providing dance training manage dance trainer. The husband is a trained dancer and the wife looks after the administrative requirements of the business. The business has no other employees.

They provide beginners, intermediate and advanced level training in Latin American and ballroom dance for students of all age groups. They also organise specific dance for weddings and other related functions. The business is unique for that particular aspect and enjoys good patronage. For both the owners this is the main source of income.

Yoga

The owner who is highly qualified and experienced in his field manages yoga. One yoga trainer who also helps him in administrative and related work for the business assists him.

They offer yoga training on daily basis for beginners and advanced level students. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

A1.2 The Twenty Businesses in Cycle 2.

Homeopath1

This is singularly operated business as an offshoot of midwife and nursing services for woman. The owner is a qualified nurse, midwife and trained homeopath. She operates from two polyclinics in two locations, which have common receptionist to handle the appointments.

She offers professional homeopathic medicine consulting services with a focus on woman health especially during childbirth. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Chiropractor1

The owner who is professionally qualified with an established practice manages Chiropractor1. He has one part-time employee to help him with appointments, telephone, checkout, and selling of ointments, creams and accessories.

He offers professional chiropractic services, which include pain relief of nerve, muscle and joint problems and specialised treatment for athletes. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Chiropractor2

The owner who is professionally qualified with an established practice manages Chiropractor2. Two fulltime chiropractors employed by the owner occupy the clinic. She has one part-time employee to help her with appointments, telephone and checkout.

The clinic offers professional chiropractic services, which mostly focus on back and neck pain relief. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Business mentor1

This is singularly operated business as an offshoot of other businesses such as providing technology services in the manufacturing sector. The owner is a qualified engineer and regularly employs students on contract basis to undertake jobs ranging from preparation of complex drawing on CAD to preparing business reports and proposals.

The business through this outlet offers professional one-on-one training services for businesses, under a government initiative through which 50% of the cost is reimbursed by the government. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Financial Consultant1

This business is operated with a partner and is an offshoot of other businesses such as providing equity investment services for individual investors. The owner is a qualified financial analyst with a long experience in the industry.

The business through this outlet offers professional one-on-one consultancy services for businesses and individual looking to raise funds or invest in other businesses. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Midwife

This is a professional service provided by the individual along with several other similar midwives who work in cohesion to look after each other's clients. The owner is fully qualified and experienced in her job.

She provides individualised maternity care services to woman in the hospitals. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Naturopath1

The owner who is a trained naturopath and homeopath operates the business from a clinic. He employs one receptionist to handle the appointments, telephone and the checkout. The clinic is established and enjoys good patronage.

The clinic offers professional solutions combining multiple streams such as homeopathic and herbal medicines for a wide range of patients. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Financial consultant2

This is the main business, which has many offshoots with other partners managed by the owner who is a qualified financial practitioner and analyst with a long experience in the industry.

The business through this outlet offers professional services such as wealth management, life insurance and retirement planning for individuals. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Business mentor2

The owner who is qualified and has practical experience in operating microbusinesses operates Mentor2. A personal assistant assists him and when required other technology partners provide necessary services.

The business claims to provide practical solutions for small business, which will help them to increase their profit. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Massage therapist

The owner who is professionally qualified with an established practice manages this business. She has one part-time employee to help her with appointments, telephone, checkout and selling of ointments, creams and accessories.

She offers professional massage services along with reiki, aromatherapy and reflexology. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Hypnotherapist1

The owner who is professionally qualified with an established practice manages this clinic. She has one part-time employee to help her with appointments, telephone, and checkout.

She offers professional hypnotic services to deal with variety of behavioural problems along with reiki and personal development programme. For the owner this is the primary source of income. The owner claims that she is the pioneer in this business although there is no way to verify this claim.

Naturopath2

The clinic is operated by two partners who are trained naturopath having reasonable experience. They handle all the functions of the business. The clinic is established and enjoys good patronage.

The clinic offers a unique health warrant of fitness along with blood test, detox service, and massage for their clients. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Nanny

This is an individual working independently, qualified and trained having reasonable experience. She gets her customers through an agency, which functions as a consortium for them. She handles all the function of her business, from home, which incidentally is the place of work.

The business offers home-based childcare and early education service for kids but is limited to 2 kids at a time. For the owner this is the primary source of income. The business is one of the many businesses in this region but is limited in its capacity to expand due to limitation on the number of kids each nanny can serve.

Gynaecologist

Husband and wife manage gynaecologist. The husband is the main doctor and the wife an experienced nurse. They employ one assistant who manages the phone, checkout and provides support service to the business.

The business offers a wide range of woman health related medical services. The business is one of the many businesses in this region and has their share of clients. For both the owners this is the main source of income.

Hypnotherapist2

The owner who is professionally qualified with an established practice manages this clinic. The website also sells interactive CD's for meditation and related activities.

She offers professional hypnotic services to deal with variety of behavioural problems along with body massage and meditation programme. For the owner this is the primary source of income. There are other businesses of similar type in this region.

Chiropractor3

The owner who is professionally qualified with an established practice manages Chiropractor3. The business operates from a polyclinic, which has a common reception to help him with appointments, telephone, and checkout.

He offers professional chiropractic services which focuses mainly on sports related injury. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Homeopath2

This is singularly operated business as an offshoot of nursing services. The owner is a qualified nurse, and trained homeopath. She operates from a home based clinic and handles all the function of the business.

She offers professional homeopathic medicine consulting services along with the medicines. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Dentist1

The owner who is professionally qualified with an established practice manages Dentist1. She has one part-time employee to help him with appointments, telephone and checkout.

The business offers professional dentistry services such as cosmetic dentistry, whitening and other related services. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Dentist2

Dentist2 is managed by a group of doctors, nurses and administrative staff. The main owner is also the main doctor who is assisted by another doctor and other support staff including a receptionist.

They offer a complete range of dental services for their patients. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Dentist3

The owner who is professionally qualified with an established practice manages Dentist3. She has one part-time employee to help her with appointments, telephone and checkout.

The business offers professional dentistry services but concentrates on cosmetic aspect of the profession by providing shining and polishing services for the teeth. For the owner this is the primary source of income. The business is one of the many businesses in this region and has their share of clients.

Appendix 2 Introductory Sales Pamphlet for Prospective Participants

Subject: **Participation in a Facebook Commerce Project**

We are communicating with you as a PhD student from the Waikato School of Management, University of Waikato, New Zealand inquiring your interest in participating in a study of Facebook Commerce project.

The project is directed towards studying the adoption process of social media such as Facebook on small businesses and their networks. We seek to answer questions:

How is social media adopted by micro businesses?

Why microbusiness owners are motivated to use social media?

How tactic is developed by microbusinesses to update social media?

How is the performance of Facebook business page measured by microbusinesses?

We are sure that you are aware of the far-reaching potential of Facebook and its widespread use by businesses to interact and engage with its customers. Businesses are using Facebook and its rich database to address a variety of issues such as customer service, complaints, helpdesk, product information, references from other customers, word-of-mouth marketing, Facebook commerce so on and so forth. We are writing to inquire about your interest in establishing a presence on Facebook. We would conduct research in a participatory manner wherein we help you to design, establish, engage with the customer, monitor and regulate your Facebook site. Simultaneously we observe and learn from the process to establish guidelines, tools, enablers etc. Eventually as the process evolves if you wish, we can help you move towards Facebook Commerce giving the opportunity for customers to buy directly from within Facebook.

Participation and Data collection would mean simple interviews, which will be recorded to explain the adoption process, views and specific comments etc. These interviews will be in person. We are still developing the interview process and questions. These interviews could be of about 20-30minutes. We may require some follow up interviews next year for updates and review of progress.

Appendix 3 Researcher client agreement

The aim of this research is to identify the main steps in the adoption process of social media application like Facebook and to determine how practices of a social media application by small business owners differs in terms of social connections and also in terms of different user motivations. The goal of this research is to publish the knowledge gained in academic journals and the data collected will form the basis for my PhD thesis, which is in partial fulfilment of the requirements of Doctor of Philosophy at the University of Waikato.

Debashish Mandal is investigating the subject and my chief supervisor is Prof. Bob McQueen. I can be contacted by email: dm110@waikato.ac.nz or by telephone 07-856-9777 and mobile 022 073 0802. My supervisor can be contacted by email: bmcqueen@waikato.ac.nz and Tel: 07-838-4126. Participants can contact the researcher repeatedly if deemed necessary for any information and clarification at any stage of the research. All such queries shall be resolved to their satisfaction before proceeding further. The requirement of the research being spelled out now is the complete information and will be tenable until the end of the research. Our research does not involve any risk for you such as physical, mental, emotional, economical or other type of risks.

Participants will be requested to make a personal page on Facebook. This is required by Facebook before they allows to make a business page. Once the personal and business page is ready, I will request you to invite all your contacts to the personal and business page using the Facebook interface. For the promotion of the page, business participants will need to post information as they would on other advertising media such as radio and newspaper.

Based on the feedback participants may develop their own strategies for interacting with their customers. This first stage will involve about two independent interaction spaced with two weeks in between them. On completion of stage one; we could proceed to the second stage of the research where data will be collected using semi – structured interviews. Second stage interviews will commence when the business pages gain a fan base and communication with your customers starts. The interviews will be about 30-40 minutes with the participants. The interviews maybe recorded with your permission. You can refuse to answer questions by saying "no comment" or "pass." You are free to withdraw from the study anytime. You can also withdraw or alter information within 60 days after final data collection.

All data collected from you will be held securely in my possession and I will not transmit the same to any third party under any circumstances. The findings will be disseminated in form of research articles published in academic journals and in the PhD thesis. Your identity will be camouflaged in any journal articles published or in the actual PhD thesis. I will provide electronic copies of the same for you reference.

Appendix 4 Consent form for participants

SOCIAL MEDIA ADOPTION BY MICRO BUSINESSES

Consent Form for Participants

I have read the **Information Sheet for Participants** for this study and have had the details of the study explained to me. My questions about the study have been answered to my satisfaction, and I understand that I may ask further questions at any time.

I also understand that I am free to withdraw from the study at any time, or to decline to answer any particular question in the study. I agree to provide information to the researcher under the conditions of confidentiality set out on the **Information Sheet**.

I agree to participate in this study under the conditions set out in the **Information Sheet** form.

Signed: _____

Name: _____

Date: _____

Researcher's Name and contact information:

Debashish Mandal 291 Cambridge Road, Hillcrest, Hamilton

Tel: 07-856-9777 M – 022 073 0802

Supervisor's Name and contact information:

Prof. Bob McQueen Tel: 07 838-4126

Appendix 5 Description of the action research process

A5.1 Failure of the initial pilot trial

Food was approached with ETHICS[1] using it to plan the implementation process. Out of the two owners one of them was already using the website and aware of how to use online pages. She took the lead and the researcher trained her to create the page and the various features of Facebook including social plugins. Analysis during the data collection process involved using the contact summary sheet as shown in Table A1 and evaluation in Table A2.

Table A1 Visit summary sheet developed after first visit

Questions	Answers
The situation – a status update	A detailed discussion on the first visit with Food 1 & 2 - resolved all the questions – decided to target Food1 – updates the website and email communication
What was the main purpose	Make the business page – train Food1
Which research question	RQ1 How is social media adopted by the microbusinesses
What new appeared	Found that accessibility speed very poor – took ages might be a major problem – moved to the front of the shop – but there is problem of customers coming and going – not much training achieved – Food wanted to have a play
What should be done next	Food to contact me for suitable appointment for page creation.

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[1] The adapted effective technical and human implementation of computer-based systems (ETHICS) (Mumford, 2001) (Section 4.1.1.3.1 p.131)

The evaluation meant that the researcher intended to see how the participants used Facebook. This was done by observing the activity of the participants on Facebook. It was observed that there was no activity on the page for a period of twenty-five days, which led the researcher to believe that the intervention was unsuccessful and the participants found no use of Facebook.

Table A2 Evaluation of action taking

Questions	Answers
What is happening on the fb page	Have made feeble attempts to use the page. Almost no activity. The likes have not increased. One post. Just two known people including the researcher responded. After that silence.
Explanation – why not using or using?	Not sure what to do! It was too simple?? Discussed about the website and how they spend! Most of their customer's mail order… now they are trying to connect with their pos since problems with stock updating on website… I thought customers will come from fb! How! Nothing more to the page…. Another person told them that they will make something which will show them on a map like google maps…!
Decode this what do you think?	They are thinking that there must be more to making a FB page… It was too simple… but they are hesitant to tell me. Should I suggest about custom landing page and tabs! More work for me … but maybe that convinces them to continue.
What is most surprising?	An operating page with great success in the US! Same business… but they refuse to accept this… why? Just to be different?
How is our relationship	A bit strained now! Visibly agitated with the failure to accept my suggestions. They are sticking to their ground.
What action I need further?	Better to concede – will suggest about tabs during next visit and see the reaction.
Predict what is going to happen?	Nothing much is going to happen with the tabs. The US business does not use anything of that sort and is still quite successful.

For confirmation of the results, the researcher undertook a similar implementation in Computer to examine the similarity of the results. In the second microbusiness, exactly similar procedure was followed and evaluation showed that there was no activity on the Facebook page. This led the researcher to believe that the planned intervention is not sufficient and there was problem in the diagnosis phase leading to failed intervention. The researcher suspected that the participants did not reveal all the problems or they were themselves not aware of them.

To evaluate and understand the customer's viewpoint the researcher conducted 4 participant observation shifts (2 hours each) at Food and Computer over three months (Jan-Mar 11). The discussion that ensued along with some notable quotes is reproduced in Textbox 1 for Food and Textbox 2 for Computer. In case of Food, the customers were not receptive about Facebook but for Computer the customers actually encouraged use of Facebook.

Textbox 1 Food - Negative results during the first three months (participant observation)

The participation observation done during the first three months showed negative results prompting the participants to attack the researcher about viability of the page. It could have resulted in complete abandoning of the experiment if the researcher had not pleaded for the participants to have patience. The customers visiting the premises were mostly females of the higher age group and they showed no interest towards electronic medium in general. Most did not use Facebook on regular basis and their primary use was to see photos of family and relatives. The one male customer who spoke with the researcher was aware of the page and the published deals but quite loudly protested that he did not want to receive such information on Facebook. For him it was nostalgia about the food and deals did not play any importance in his buying decisions. Another customer said that she was terribly concerned about her privacy and did not want her extended family and friends to know from where she shopped. She said that though she had not seen any of the deals published by the business she was definitely not going to like or comment on any of the post.

The owners were aware of the results and pointed out to the researcher in the manner that "we told you"! They became extremely defensive about using the page. Nothing was specifically mentioned to the researcher but it was evident from the extent of posting which reduced to being negligible after this incident. The owners started concentrating on online customers and customers who had subscribed to receive emails from them. They did not have any method to access Facebook during the shop hours leading to any activity on the page being after hours. The researcher tried to persuade the owner using his access systems (Laptop + Internet access) to show them how they could think of something interesting happening in the shop and post it online. But this was not in expectation with the owners who were interested in filtering down any information being posted and felt that the shop front did not provide the necessary atmosphere for posting.

Textbox 2 Computer - Customers wanted to receive information through Facebook

During the initial phases of participation observation the researcher found that almost all the customers interviewed did not know about the Facebook page and equal number of them would be happy to receive information about deals through Facebook. All the male customers in the lower age group demonstrated substantial enthusiasm about receiving deals and gave number of suggestions on what should be made available on the page. One of the overriding requirements made by this group of customers was to make them aware of new products which were recently introduced by the business. They said that they come looking for new products recently launched especially in the graphics card section and would welcome any such move to receive product details and pricing over the Facebook page. The woman customers in the lower age group displayed interest in receiving information over the Facebook page but their focus was on MacBook's and laptops and they would be happy to receive information through Facebook. They were not aware of the Facebook page but they will definitely like to the page to receive updates. Interestingly none of them protested about the Facebook page (similar to the Food case) and were quite happy to give suggestions about what they expect from the page. The owner received this information positively and acted in that direction to give information about new products and laptops.

The interviews during participant observation with the owners of Food and Computer revealed two different themes but somewhat similar in nature. First, the participants were not convinced about the simplicity of the Facebook and expected something more! This was revealed while the participants mentioned that "Oh we have spent eighteen hundred for our ecommerce site" and they mentioned that it took them about fifteen –twenty days, which involved extensive transaction of information with the vendor. The other participant showed the researcher other Facebook pages, which had customised landing pages and tabs indicating that only a simple page would not be sufficient. In both the cases the researcher understood that he has to demonstrate his expertise and capabilities to garner further support from the participant.

A5.2 Remedial action to address participant problems

To pursue and continue the action research process in addition to ETHICS[2] the researcher decided to use a three-pronged strategy:

1. Use the concerns based adoption method by developing a conceptual stages of concern which the participants may experience (Table 2.8 on page 50) and level of use the participants may undergo (Table 2.9 on page 52)

2. Use principles of quick start training by developing a customised training manual for each participant (Table 2.18 on page 66) and a task duty statement (Table 2.17 on page 65). In addition to this, the researcher also introduced self-training concept as an important condition for social media use.

3. Introduce wide variety of social plug-ins and application such as the like button, comments plug-in and single sign on registration application to the participants. In addition to this application, customised landing pages were also used.

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[2] The adapted effective technical and human implementation of computer-based systems (ETHICS) (Mumford, 2001) (Section 4.1.1.3.1 p.131)

To establish customised landing pages along with customised tabs for products including the capability to operate the website from within the Facebook business page site the researcher had to conduct a field experiment by establishing a Facebook business page along with a website and business email address to take advantage of the various free sites which helped in the development of customised tabs and landing pages. The researcher continued this assumed pseudonym (social commerce consultant) for further communication. With the help of the field experiments, the researcher established customised landing pages and product tabs for the two participants. The trial participants who were happy and promised to use the page welcomed the remedial actions. Using this modified process the researcher started adding new participants.

A5.3 Evaluating the remedial action taking

The research found that the task duty statement (Table 2.17 on page 65), customised training manual (Table 2.18 on page 66) and the concerns based adoption method reduced the initial friction of Facebook adoption

However, continual problems peculiar to the expectations of the participants from Facebook hindered full-scale adoption. For example, it was not necessary for all participants to particularly and diligently adheres to the task-duty statement or undertakes extensive collaboration with the researcher for developing content or invents ways to use Facebook (Section 4.1.1.3 on page 243 for results).

To illustrate one such case the researcher realised that participants expected customers from Facebook but they were not going to invite their existing customers to the page. The researcher explained the process of activating the electronic word of mouth marketing by using existing customers who will then help to increase awareness about the page. The participants understood this process but had different problems. For example, Food used this tool to invite the customers with no result or Computer who did not have access to its customer email database since it was controlled through its franchiser. The researcher requested Computer to send out especial email to invite all its customers. In case of Food, the researcher worked with the service provider to understand why none of the customers received emails from the Facebook business page. Eventually it

was realised that the problem was with the email server, which did not allow access to external clients, and hence no mail was sent to the customers. The participants agreed to send external emails to like the Facebook business page and subscribe to its updates. There was difference in the results within the two participants such that there was no improvement in the number of likes for Computer but there was a reasonable number of increase in like (n=68) for Food.

Overall, the all participants in cycle-1 (Food, Computer, Cake, Beauty, Travel, Florist, Accountant, Restaurant, Graphic designer, Builder) argued that if they were to send emails to their customers to like their business page then "what is the value of the page itself"? They were of the opinion that they might as well just continue sending them (customers) their customary emails rather than going through this tool. The researcher explained that this was necessary and once an audience in the form of customer was established on the page it will lead to activation of the word of mouth marketing since these customers will like any communication made the page which will lead to their friends seeing this communication so and so forth. However, the participants were not convinced about it. Some of them argued that it is not necessary that the friends (of the customers) might be necessarily customers of their business or interested to be customers of their business. They could be geographically located anywhere and might not mean anything for growth of their customer base from the page.

A5.4 Trial-and-error method for developing techniques to generate Facebook traffic.

The trial-and-error method, in the form of iteration between the action taking and evaluating phase, is performed to resolve issues of generating traffic and content for Facebook. The process of trial-and-error method followed by the research is shown in Figure A1.

Figure A1 The trial-and-error method used in this research
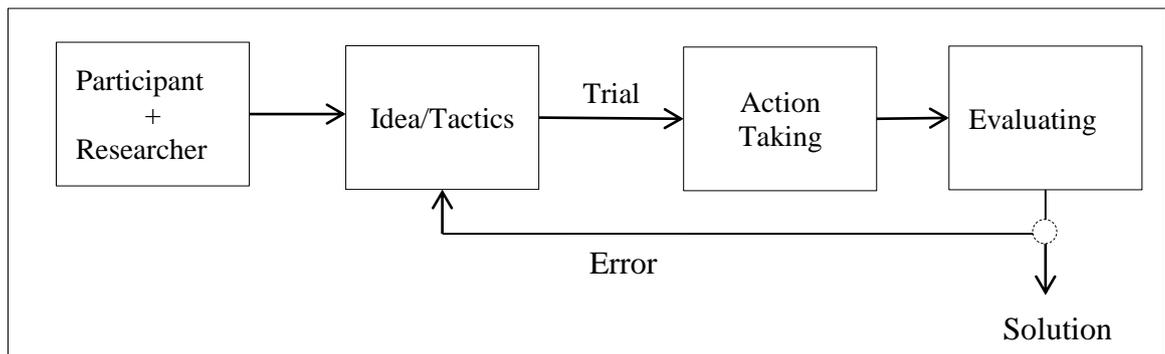
The trial-and-error method was required to re-invigorate the adoption process. Several participants had dropped from the project (Florist, Accountant, Restaurant, Graphic designer, Builder) and the Facebook activity of the other participants (Food, Computer, Cake, Beauty, Travel) was dormant or reducing. The situation was going towards failure and the researcher decided to understand through discussion what is going wrong. The researcher discussed with each of the participants individually to understand why they are not using the tool. He also undertook extensive participant observation during this period (Apr-to Jun-11). The participant observation helped establish the ground realities, which were quite positive as Food and Computer seemed to have gained new customers from Facebook, and for others Cake and Beauty customers seemed to welcome the discussion on Facebook. It also helped in developing new ideas and techniques for increasing Facebook traffic. The discussion that ensued during participant observation along with some notable quotes is reproduced in Textbox 3 for Food, Textbox 4 for Computer and Textbox 5 for Cake, Beauty and Travel.

Textbox 3 Food - Positive results during second phase - gain of new customer

During the second phase of the participant observation the researcher found encouraging results with the customers interviewed. Almost all of them were going to participate in the "Kate Hamper" and some of them were going to participate in "Football game" which was publicised exclusively on Facebook. The owners felt that it would imposing on the customers to force them to participate exclusively through Facebook. Parallel participation was possible through the shop front leading to limited conclusion about the success of advertisement through the page. Nevertheless, most customers interviewed knew about the "Kate Hamper" and "Football game" through the business page indicating that there was a large number of "lurkers'" who did not like or comment but the page served the purpose of informing them about new schemes and deals. The researcher also found that the owner Food1 was now bringing her laptop on regular basis and browsing her personal profile and the page. However, no spontaneous posting during the shop hours were made but the researcher found a positive orientation and framework towards the page during the participant observation. The research suspected that this might be due to gain of new customers from the page and tried to find out from the owner who categorically did not confirm it

but did not rule out the possibility keeping the researcher guessing. However, between the remarkable change in the attitude of the owner and Food2 taking the lead in use of the page it could be concluded that they did gain a customer from the page but no such confirmation was forthcoming.

Textbox 4 Computer - Gain of new customers during second phase of participant observation

The owner himself browsed Facebook page once in a day during office hours and all other main employees has access to terminals and Internet and were free to browse Facebook during office hours. The owner painted a very sorry picture about Facebook and constantly bickering about how useless the whole process was and that there was no gain of customers from the whole process. He said that there were just a few people talking on the page but they could be anybody and not customers. But the researcher learnt from other employees that several new customers had been gained from Facebook and some of them came and mentioned that they didn't know about this shop but found them in one of their posting on the university website. But the owner did not confirm any such findings and constantly told the researcher that there must be something more to be done from the page and that he (the researcher) did not know all the tricks to use the page. He constantly challenged the researcher to do more and was always willing to try out different ideas put forward by the researcher such as bringing the service department on the Facebook page.

Textbox 5 Mixed response from customers of Cake Beauty and Travel

The customers visiting these shops were mostly woman in the higher age group and most of them reported using Facebook quite sparingly and mostly to see photos of their family and relatives. Similar to customers of Food they said they did not want to receive information about this shop through Facebook and were not interested in the various information posted by these businesses. Almost all of them were not aware of the Facebook page of the shop adding that do not "like" pages on Facebook and preferred to keep their "private little corner" to themselves rather than "cluttering" it with lots of irrelevant information. The owners did have access to Internet and computer terminals at the shop but rarely went on to the Facebook page. It didn't form a part of their daily routine to update the page with current information and neither had they spent any time using their personal Facebook at work. The researcher tried to understand the results from the participants. According to Cake the customers who visit their shop is not essentially on Facebook and the other way round who like the page don't necessarily visit the shop. Most people who like the page and communicate are non-customers who are interested in cake decoration. She says that "rather than being a customer acquisition tool it is more of a creative hub where I can share my creative work for other people to see and also see creative work of other shops" indicating that her focus is completely different than Food and Computer. Beauty on the other hand out pointed out that she didn't have a large customer base but they were all repeat customers coming in for their monthly beauty treatments. In that sense she was not expecting a large interaction on the page. She also pointed out that such beauty treatments were quite private matter and not deal specific making little sense to put such information on the page. Travel agreed with the finding of the researcher saying that "both our staff and customers are in the higher age groups both don't seem too see much value in the Facebook marketing system".

Despite the positive responses during participant observation, the discussion with owners seemed to suggest problems, which centred on being 'uncomfortable to speak' and 'provide interesting content' on the page. Few of them also mentioned about the number of times they need to post. Cake was satisfied with the progress on the page as her expectation was itself limited. Food pointed out that they have nothing much to say since they have stock coming in three months: mentioning, "we don't want to bombard out customers with information"! Beauty and Travel promised to use the page and made some effort on the day of visit by the researcher but after that it all died down. They seem to have established the fact

that it was not useful for their business but continued with the researcher with the hope that something new might be discovered. Overall, it was felt two related issues communication and traffic on Facebook seem to be troubling the participants.

During the participant observation process, the researcher worked with the participants to identify suitable ideas to increase use of the page with the hope of getting new customers and communicating with existing customers. Through discussion and analysis of the visit summary sheet, it was concluded that the participants had the primary problem of generating content for the page on daily basis. This revelation is communicated to the participants and they agreed that this was one of the major problems along with time to "do Facebook". Several ideas or techniques were attempted by the researcher in collaboration with the participants, which are listed with brief description in Table A3 and subsequently discussed in detail.

Table A3 Technique for generating traffic on Facebook

Technique for generating traffic	Brief description	Evaluation of technique
Content creation ideas	A generic list of ideas for creating content on Facebook.	Most effective
Inviting customers to join the page	Invite existing customer to the page.	Most effective
Regular communication	Communication at calculated intervals at a specific time of the day optimised for the business.	Most effective
Daily deals on Facebook	Promoting daily deals on Facebook.	Most effective but not for all the participant
Customer complaints and service	Dealing with real complaints and provide customer service on Facebook	Quite effective
Increase weight of the communication	By getting to like the communication by family and friends to increase its weight	Quite effective
Other promotional techniques	A variety of promotional techniques similar to business promotion.	Not so effective

Cross posting on community pages	Communicating on business related, vendor community and local community pages.	Extremely time-consuming with little benefit
Notes feature	Prepare and share educational information	Not so effective

A5.4.1 Content creation ideas for regular communication.

Having identified the current problem the researcher had to learn the sales technique of the diversified range of businesses. The researcher felt that the best way for doing this is through observing and participating in the conversation of similar businesses on Facebook. This was agreed by the participants and the researcher decided to undertake a review of existing pages (Textbox 7) to devise a method to help the participant to develop content on Facebook.

Textbox 6 Online participant observation of similar businesses

The researcher found strong evidence of importance of the owner to use effectively the business page. Other exogenous factors such as culture, society and scale of operation could impact the adoption of Facebook but these could not be investigated due to limitation of the scope of this investigation. Against each action, research participant similar (same) businesses were positioned and examined to see if they were able to gain business from Facebook. In almost all the cases comparative cases were found with either good or exemplary user. A small percentage of them were dormant, or pages with limited interaction and no customer gain. This made the researcher conclude that to use Facebook besides just training and understanding the tricks to use, something that is different between a good artist and an ordinary artist. Like a good artist, they developed their skills by experimenting with Facebook by developing new ways to interact with the customer not just limiting to publishing deals. Finally, .the role of type of business such as degree of intangibility along with degree of interaction and customisation seemed to decide the success of Facebook use.

The researcher prepared customised individual report for each participant giving them suggestions and examples to create content for the page. The summary of the report for each participant is combined and shortened down to display a guideline (Table A4) which can be used by the participants for creating information. The individual report provided category wise ideas customised to each business along with examples so that the participants have illustration and capability to create content on basis of category for their customers. The complete analysis of the online participant observation is performed and the categories coded, to address the RQ2 why microbusiness owners are motivated to use social media.

Table A4 Guidelines for creating content on the Facebook

FB exclusive deals have been used to attract actual customers and increase sales. Reduction in price is explicitly stated – "this price to this price" or was so much now so much! Rewards for comments and suggestions on posts.

Product suggestions eloquently used with a variety of combinations – passionate discussion about the product – suggested grouping of the product - photo of product.

Talking to the customer using the wall post is an effective strategy for fostering engagement. Critical, professional and useful information delivered in a personalised plain simple language short but sweet seems to be attractive than flashy links to website and blog. Substantial demonstration of social concern.

Sales talk has been effectively digitalised and presented on the FB page. Talk to the customers as if a customer is physically in the shop! Repeated posting of the same information to draw attention with change in wording. Similar to physical market "shouting" out their wares and deals. Educate customers about trends and in a subtle way try to suggest and market. Personal touch – mention about family members, b'day – use personal profile to communicate on business page, posting photos of employee's personal event such as birth of babies - promote expertise of individual employee by posting profile, qualification and photos.

Use Facebook for recruitment

A5.4.1 Inviting customers to join the page

Considering the problems faced in case of food and computer (for sending out invitation), the researcher requested the other participants to invite their customers in multiple ways. However, cake did not have a set email database and preferred not to use its email function to invite customers. Cake did not invite customers saying that she preferred the alternative way of going through Facebook. Beauty used online email contact list with the help of the researcher but this resulted in minimum increase (n=23) in number of likes. This was possible since the online contact book has just over hundred email addresses contrary to what the owner told the researcher. The researcher suspected that the business did not use email for communicating with the customer which was confirmed by the receptionist who told that most of their appointments and bookings took place over the phone and was entered into a booking and invoicing software commonly used in their type of business. She was more into Facebook and had earlier established a Facebook group page. The researcher recommended to the owner that the receptionist may be allowed to use the page by making her admin but this was refused by the owner. Travel did not use the email database for inviting customers because they are more used to print advertisements and sending out flyers through newspapers. They rarely use email for communicating with customers.

A5.4.2 Cross posting on community pages

The researcher had learned through observation that one of the methods to increase the number of likes was communicating and posting on local community pages and pages related to the business, for example the local Facebook pages of the popular newspaper in the region, the main university, tourism page, local schools, local businesses which have a like base of more than five hundred. The researcher recommended the participants to be active on these pages and participate in the communication so that they will be visible to other people communicating in that post. The researcher demonstrated the process of doing this by communicating on behalf of the participants. This resulted in positive success by way of increase in likes for each of the participant. After demonstration, the researcher requested participants to do similar communication to increase awareness of the page in the local community. This resulted in varying results such that computer and cake enthusiastically communicated on various pages and this was reflected in the positive increase of likes on the page but food refused to do this type of activity since they felt that it was "as if we are very desperate and it looks quite cheap". Both beauty and travel also avoided doing this since they claimed it was too much of an effort and they wanted to avoid investing so much effort for this tool.

A5.4.3 Regular communication to create engagement and increase awareness

The research through observation recommended to the participants that to get best results they may need to communicate on Facebook on regular basis. However, most participants did not support it. Food said that they did not want to bombard their participants with information frequently. They wanted to coincide their communication on Facebook with their email newsletter. Cake and beauty had similar opinion or simply did not have the time or inclination to use Facebook on regular basis. However, Computer on the other hand was extremely proactive and wanted to use Facebook on daily basis as evident from the next heading. Homeopath also found the idea quite appealing that a regular communication with interesting information would help her to be in touch with her field and as well inform her interested customers in not so obtrusive manner. Overall, others agreed

that it was a good idea to use Facebook on regular basis but lacked the idea of making worthwhile communication to interest their followers.

A5.4.4 Daily deals most successful for Computer

The researcher through participant observation persuaded the Computer about giving exclusive Facebook deals. A program of featuring one product daily at a very attractive price to be published exclusively on Facebook was implemented. Signs inside the shop informed the customer of this daily deals and no other means of advertising was used to inform the customer about the exclusive daily deals on Facebook. The immediate response was visible by rapid increase in interaction and likes of the page (n=100) on a monthly basis and the interaction. The owner was happy about this idea since it got customers to his shop and he confirmed that there was positive sales growth from the Facebook. Using participant observation (See Textbox 7 for details) the researcher confirmed from the customers that they love this program and want it to continue.

Textbox 7 Examining efficacy of Facebook deals in Computer

The researcher identified through participant observation that more than one third of the interviewed had used the daily deals which brought them to the shop to buy the discounted product. Some of them even lamented that they wish it was available to buy online at that price since they are not able to visit the shop on that particular day. The researcher discussed this point with the owner who said that the main idea is to bring them to the shop and selling it online defeats this purpose. However later it was added that you can book the daily deal product through telephone and pick it up by the weekend. The customers reported that they have not use the service department on the page since they have not faced any problem during that period but they are certainly going to use this method of communicating with the service department. Most of the customers enjoyed the discussion about graphics card and gaming information shared by the service department but felt that they had nothing substantial to add to that information and hence did not participate in the conversation. Overall it was a heartening experience for the researcher to discuss with the customers and collect responses from them on the action taking. It could not be identified whether any new customers were added because of daily deals but existing customers definitely benefited from the daily deals.

A5.4.5 Customer complaints and service on Facebook

Computer wanted to do something more so that the page could really become a great advertising medium. The researcher in discussion with computer developed two tactics for providing engaging content on the page. First computer decided to use the note feature to provide educational information related to products and warranty issues using the notes feature of the page. Second, the service department was involved to provide solutions to the problems and service issues

of the customers. They were initially hesitant to bring the service department-fearing backlash from customers. The owner said "look it is not always possible to satisfy every customer and there may be bad reputation" however over one or two iterations the participant eventually agreed to let the service department communicate on the Facebook page. The first strategy did not lead much result and was discontinued but the second strategy resulted in substantial engagement on the page through the postings of the service department. However, this engagement was not from customers but few game geeks who passionately discussed about graphics card and display cards with million-pixel resolution. The owner was dissatisfied about this unexpected result and said, "It does not generate any business".

A5.4.1 Technique to increase weight of postings (communication)

Using the techniques for increasing awareness, the pages had greater than fifty likes and some interaction on the page through friends and family. The researcher requested the participants to operate the page and provide content, which may be of interest to their customers. It was explained that as the business made a post they should like the post through their personal pages and request employees, family members to like this post to increase the weight of the post so that it reaches to the largest spectrum of Facebook user. In case of computer, they started posting photographic images of their weekly Friday-Saturday deals, which appeared simultaneously in the local newspaper. They followed the indicated process of liking the post to increase virility. Computer had reasonable success using this process and within three weeks the likes on the page increased (n=200). Food also tried this but did not like their own post again citing that they did not want to come across as that "desperate" to like their own post. Cake said that she was happy with the slow growth and did not do deals for sales of her products so she did not do any deals on Facebook. Similarly beauty and travel did not publish any deals on Facebook and neither made any other communication on the page on regular basis.

A5.4.2 Less successful techniques for generating awareness of the page

Researcher found several other tactics for increasing awareness of the page among the customers of the participants. Some of the tactics were 1) providing a link in email signature of the participants. 2) Using prominent signage in the shop front 3) providing signage and link in the print media 4) providing flyers to customers during checkout and 5) in some cases mentioning about the Facebook page in the planned radio advertisement. The researcher tried each of this tactics on the permitting microbusinesses observing results of the action in the form of increase the number of like on the page. None of the tactics led to any substantial increase ($n>10$) this increase could be attributed to any other reason rather than the implementation of the tactics nevertheless the exercise demonstrated the commitment of the researcher to make the page successful and helped in the way of garnering unequivocal commitment of the participants. The participants tried technique for example Food2 who is a sport enthusiast tried to organise indoor football teams through the page but did not generate substantial interest. It generated some response but Food2 did not continue this for long and it is suspected that it did not generate the expected number of participants. Cake established a community page through which she operated her baking training program but again this was with limited success.

A5.5 Learning from Cycle 1 Jun-2011.

From Cycle-1 it was realised that:

1. By simply creating, a Facebook business page and providing training on how to use the page will not lead to its use.
2. Researcher realised that some form of structured instrument was necessary to collect information from the participants besides recording the adoption process to serve any purpose of theoretical development.
3. The use of customised landing pages and tabs served no purpose besides satisfying the fanciful inhibitions of the participants.

4. The researcher felt that the combination of instruments[3] used to intervene in the microbusiness were effective and served their purpose.

5. At this juncture sufficient data was generated related to process of adoption and the researcher could turn his attention to the why of the adoption process to understand individual, organisational and performance factors.

6. It was also the right time to execute the learning style inventory to assess whether successful participants have a particular learning style.

A5.6 Exit interviews to understand issues faced by the participants who decided to drop out

After implementation of the page several of the businesses (Florist, Accountant, Restaurant, Graphic designer, Builder) dropped out of the investigation. The researcher discussed with the participants during drop out to understand the reason why they did not want to continue using the page. The summary of the reasons given by them are bulleted as below and detailed description is given in Table A5:

- Few of them (Restaurant and Builder) found the personal profile of Facebook superior to business page and in case Graphic designer she found other social media site like Pinterest more suitable for her business.

- They felt that it was not useful for their business.

- Electronic word of mouth is not suitable for their business since most of their customers are repeat customers for a long time and they will not gain anything from Facebook. In case of builder, return customers are limited; hence, the page was not useful.

- They prefer to maintain personal contacts with their customer. According to them personal contact is much better in their business.

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[3] The instruments are adapted effective technical and human implementation of computer-based systems (ETHICS), Concerns based adoption method and Quick start training.

- They felt that the nature of their products do not allow them to give deals and other selling information about their products since that is not the main unique selling proposition of their products.

Table A5 Specific reasons of drop out for each participant

Participant	Reasons
Florist	The researcher argued with Florist that flowers were one of the first thing sold through Facebook and the researcher showed him numerous successful Facebook pages even by local competing businesses. The owner replied that at his level of establishment the website is sufficient to sell his products and that he was not so keen to increase number of customers. He was more interested in value addition and thought that Facebook may be useful for that purpose. He also added that at his age he was not very comfortable in constantly using a computer and felt he could use his time efficiently by networking and attending premium flower shows.
Accountant	Similarly the accountant did not see any use of the Facebook page since he preferred to communicate one on one basis with his customers. He was not interested to give accounting and related information to the general public to establish his credentials as a knowledgeable accountant. He said that he is already established in his field and has no need of Facebook for that purpose. Finally, he also found the whole idea extremely time consuming and required substantial effort to write article for publishing on Facebook.
Restaurant	In case of Restaurant both the father son interviewed, found the page useful but they said they have no time and they are very busy to use the page they felt that the website was more useful. The son used his personal Facebook profile rather than page for marketing. According to him the personal profile was superior to the business page and it was more effective since it provided with a personal contact which is extremely necessary for their business. They claimed that they knew all their customers personally and mostly existing customers bring other customers.
Designer	In case of Graphic designer both the owners had individual specialities and accordingly one dealt with the printing and the other one dealt with the creative art work. The printer was least interested in the whole process but the creative person wanted to use the page for publishing her work and network with other creative persons. The researcher in this case could not provide suitable burning example of substantial use by other graphic designer. This person was exploring other social media avenue such as Pinterest and found that it was more suitable for her business.
Builder	The builder was using his personal profile as a business profile and wanted to try the Facebook page. He tried to use the page but ultimately found that his personal profile was superior to the Facebook business page. According to him this was because most of his customers were through personal networks within his community so rather than making an impersonalised page he found the personal friendship concept much better in accessing new customer. Again he claimed that his business is small with almost zero employees and he does not need the Facebook as he has

> limited customers and most of them are not repeat customers. He meant that once he built a house then the customer would not need his services again in a long time.

A5.7 Issues faced by the participants who decided to drop out without attempting to use Facebook

Participants (motor garage, party hire, dance trainer and yoga) who discontinued the action research process felt that Facebook was not useful for their business. In contrast to the participants (Florist, Accountant, Restaurant, Graphic designer, Builder) who went along with the training and page establishment process they were forthcoming and after initial orientation did not want to continue with the process due to inability to use Facebook. Despite having a website and email most of their business was through sub-contracts of larger business and direct contact with the customer. The customers in this case recommended new customers. Ironically, this would have been the prospective use of Facebook but the research could not find any exemplary example to demonstrate this feature of Facebook in their respective businesses.

A5.8 Second action research cycle

The primary difference with first cycle participants lies in the nature of product. In the first cycle, first three participants have physical products. The comparative Facebook pages of these participants show high level of interaction. The travel and beauty are service oriented with the comparative pages showing less interaction (the level of interaction is measured from metrics directly available (publicly) from Facebook). A low level was based on a figure of 1 or 2 and high 9- 10.

A5.9 Action research cycle –Two

The decision to conduct second cycle is to refine the theoretical framework based on learning from cycle 1. A contradictory result to existing theory leading to theoretical development is primary focus of this cycle. Light intervention of about 2 hours is planned for action taking leading to installation of the tool along with training on use of the tool. The participant delivers the illustrative content creation

module during this process for review and use. No further action taking is initiated and communication with the participants is limited to replying to queries and helping over email or telephone. The Facebook business page is monitored on regular basis to review posting and frequency of use. Within three months of action taking, the participants are interviewed. Satisfactory responses proving contradictions to existing theory are established. This cycle also satisfied the questions raised in cycle 1. The theoretical development as planned and scoped for this research has been achieved in the two-cycle process. No further cycle is executed.

The paid participants tried using the Facebook business page but two of them had extensive presence on LinkedIn preferred it to Facebook.

The other eight participants dropped after undertaking the complete cycle of action research with six of them not replying to further emails of the researcher. Two participants though dropped use of the Facebook business page continued to correspond with the researcher over email and time-to-time answered various questions put forward by the researcher.

A5.10 Telephone interviews with online participant observation

The theme that emerged from the discussion are selling technique, sales talk, being genuine, deals, established business, help from friends and relatives, finding new ways for content, thinking in terms of publishing, developing new content, connection with offline, mixing with other advertising, making it a routine and fast and effective response.