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**Like, Comment, Share and all that Jazz
Social Media as Communication and Marketing Tool
Case: Social Media Marketing Approaches used by MaiJazz Music Festival**

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Stavanger, Norway, June 2014, Nenad Tanaskovic

ABSTRACT

Social networks have become an integral part of everyday life for many. With an increasing number of companies using social media to communicate and build relationships with their customers, social media might be considered as the newest element of the marketing mix.

The thesis' objective is to explore the use of social media communication tools used by the jazz music festival, MaiJazz, in Stavanger, to define key social media objectives and to develop metrics or indicators of these objectives. The methods used to reach the objectives were a thorough literature review in the areas of company-consumer communication and social media in marketing and event management, a semi-structured interview with the managing director of MaiJazz as well as collecting and analyzing statistical data from Facebook Insights.

The results show that the suggested social media objectives correlate; they are interconnected and influence each other. Furthermore, the conclusion of this thesis is that the company's social media efforts will most lead to creation of a successful social media strategy, considering the manager's positive attitude towards social media as communication and marketing tool and the company's ability to measure social media effectiveness.

The suggested recommendations include a more systematic use of social media analytical applications, and developing a set of measurable objectives as part of company's social media strategy.

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*“There is no B2B or B2C, it's
human-to-human #H2H”*

Bryan Kramer

1 Introduction

Social media is still thought of as a relatively new concept in online marketing but its value has gotten more and more researched and evaluated in recent years. The way companies communicate with their local communities has gone through a dramatic change in the last few years. The reason for this is a tremendous increase in the use of social media from both companies and from potential buyers of products and services. Over the past few years, we have witnessed the rising of Web 2.0 technologies, as well as a big development in the ways organizations are using them.

A huge transition from “one to one” online communication to “one to many” channels and platforms has opened new possibilities for small companies in particular to interact with their potential customers. Unlike the traditional media, such as television and magazines, where material and message are being created by marketing professionals, social media allows all users to create and share information and thus inspire others to do the same (Hans, Shneiderman & Smith, 2011). Online platforms such as Facebook, YouTube and Twitter are most responsible for the increasing importance of customers influence. Online opinions are valuable because they influence offline opinions as they move to the traditional media. This means that these online opinions are influencing even those customers who are not engaging in social media communication.

1.1 Background

The days when television and radio advertisements captured the attention of millions of consumers and were increasing sales for many are long gone. Today, businesses are turning to the Internet, where web searching and social networking is dominating the way consumers are researching and looking for products and services. This change has a huge impact on marketers, and the way they have been reaching consumers has to be revolutionized.

According to the European Commission, companies that employ fewer than ten people and whose annual turnover does not exceed two million euros are named micro enterprises (European Commission, 2005). Like in any other country in Europe, micro-corporations in Norway have a hard time staying competitive in the constantly changing environment businesses deal with nowadays. Norwegian industry consists of around 489,000 enterprises and more than a half of those (61%) belong to the category; micro-companies (Statistisk sentralbyrå). Marketing and communication have been considered to be the two most problematic fields for most of the small companies (Brown & Huang, 1999), and they still are. With the introduction of Web 2.0 and social media marketing tasks have become considerably easier for small enterprises, but even though the interest for the implementation of social media appeared back in 2004, the phenomenon of social media and its use in micro companies does not attract researchers (Barnes, Clear, Dyerson, Harindranath, Harris & Rae, 2011).

1.2 Structure of the thesis

In the first introductory chapter, this thesis introduces the topic and discusses the purpose of the research, objectives and research questions. Motivation and the main reasons for choosing this topic are explained. In this part of the thesis the summary of the research methodology is briefly described. Part two of this thesis will review the relevant literature in three segments. The first segment of the literature review focuses on presenting different theories regarding the evolution of company-customer communication. The part two of this chapter reviews literature on social media and its use in business, defines key social media objectives and metrics for their measuring. In the third segment of this chapter will use available literature in order to describe social media and its use by festival organizers and tourism industry. Chapter three explains the methodological approaches used in conducting the research for the thesis. In addition, the challenges I have faced during the data collection and analysis will be briefly reviewed. In chapter four and five the findings and analysis of the results are presented.

1.3 Motivation and relevance

Hundreds of festivals are being held in Norway every year. Most of these are small, meaning that they attract a mostly local audience. The reason I chose to examine a small festival with local character was firstly their large extent and growth over the last few years. And for personal and pragmatic reasons, I decided to review the MaiJazz Festival because I think it has an interesting profile.

The scientific relevance of this thesis is to contribute to the understanding of social media objectives and metrics for their measuring. The practical relevance is that it can support small companies to engage in social media marketing and learn how to measure the effects of their social media marketing activities using analytical tool such as Facebook Insights.

1.4 The role of the researcher

My personal bias is a belief that small festivals with a local character such as MaiJazz should strive to expand their customer market in order to provide enjoyment to different categories of audiences. Jazz festivals have tended to draw boundaries around a more highly educated, high-income and older audience. Why would MaiJazz limit its audience? I believe that the company has to adjust its marketing strategy and develop a social media marketing strategy as an important part of it.

1.5 Research purpose, objective and questions

The purpose of this thesis is to examine the use of social media as a marketing tool and the engagement level regarding its use in the case company MaiJazz. In addition, the effects of social media engagement on brand awareness, brand engagement and word of mouth in order to strengthen the already existing theory developed by Hoffman & Fodor

(2010) have been examined. The expected outcome of the research is to identify the most important social media objectives and metrics based on existing literature, and give insights to methods and tactics managers could use to measure the effectiveness of their marketing activities.

This thesis aims to clarify the role social media has on already existing customers and its influence in attracting new audience. In addition, the thesis describes some applied strategies that can be used by the case company. Finally, based on existing literature, certain metrics the case company can use to measure the impact of social media on key social media objectives will be developed. The main goal of this dissertation is to provide insights on how the case company, MaiJazz, can use social media as a marketing and communication tool, as well as to inspire others to get interested in the new marketing mix element.

The intention of this thesis is achieving three research objectives. The first objective is to evaluate the engagement level of social media use and position the company inside the social media strategy framework. The second objective is to describe the social media objectives, as well as relevant metrics or indicators used for their measuring. The third objective is to evaluate social media benefits and opportunities as well as risk and challenges.

To be able to reach these objectives following research questions are formulated:

RQ1. *How does theory describe social media and its use in business?*

RQ2. *What are key social media objectives and what kind of metrics the case company can use to measure effectiveness of social media on these key objectives?*

RQ3: *What is the case company's social media strategy regarding the position on social media strategy framework?*

1.6 Methodology summary

The theoretical framework in big part rests on literature of social media in business and social media objectives. The research method is a case study with a combination of a descriptive and an exploratory approach. The empirical data was gathered by conducting an in-depth interview at management level. As a result of the thesis, suggestions for social media marketing actions and improvement of social media strategy will be introduced to the case company MaiJazz.

This research is both descriptive and exploratory in nature as it describes certain aspects such as social media and social media marketing, as well as explores appropriate objectives and metrics (indicators) used for measuring of social media objectives. In order to gain a deeper understanding of the key social media objectives as well as

appropriate metrics, a qualitative research design is elected providing explanations of the phenomenon and relevant examples.

This research will combine qualitative and quantitative processes of collecting data. The first step of the research is to establish level of the company's engagement in social media and the level of estimated effectiveness. The information provided from the semi-structured interview will be interpreted to position the company inside the social media strategy framework. The intention of the process is to gain understanding of the current position of the company regarding to the ability of the managerial director to measure the social media effectiveness and the current judgment of social media effectiveness.

In the second step of this research quantitative data extracted from the independent source, Facebook Insights, will be used to support the results developed from qualitative data. In other words, the ability of the company to measure effectiveness of social media will be evaluated by using the developed social media metrics to support the theory by which social media objectives are interconnected and influence each other.

1.7 Limitations and benefits

It is difficult to generalize the approaches and strategies for the marketing of music festivals. The research focuses mainly on B2C communication and it has a main focus on Facebook as the most important platform for the case company and does not include other social media platforms.

The benefits reflect in a possibility of incorporating the understanding gained from this thesis into planning and implementation of the social media strategy as a part of the marketing strategy of a company.

2 Theoretical framework

This chapter summarizes the literature related to the research problem and acts as a basis for the research on social media as a marketing and communication tool. For the purpose of this thesis several academic databases and the library of University in Stavanger are consulted to select the most important articles, books and other material.

The literature review is constructed from the existing knowledge and here is presented systematically. The literature review first presents the evolution in company-customer communication, followed by describing Social Media and its use in business and finally describes key social media objectives and their indicators.

In order to clarify the frames of the thesis, this chapter will present the relevant theory regarding music festivals, social media, brand awareness, brand engagement and word of mouth.

2.1 Evolution of business-to-customer communication

Back in the 60's businesses used the old communication model to communicate with the customers. The communication was one-directional. Unlike those times, when consumers

were trusting, and would believe in anything that came from the “madhouse”, nowadays customers are more careful when it comes to getting influenced by advertising.

One-directional messages don't have the same strength as before because over the years and with increasing exposure customers have developed a new ability - to ignore them. In other words, the old communication model is quickly dropping in value, if not dying out.

As businesses also started noticing this limitation in use of traditional media, finding they couldn't control the conversations about their brands in the way they used to, they were forced to move forward (Brown, 2009). Customers will be more open to believe the messages received from other customers (friends, family, etc.) than messages from the company itself (Jansen, Zhang, Sobel & Chodury, 2009). With the increase in use of social media platforms, building a relationship and dialog with the target audience has become a key part of marketing strategy of an event organizer. This change made marketing no more one-dimensional. It turned it into a two-way process that is about both receiving and exchanging opinions and ideas. (Drury, 2008) This two-way process as the new communication model results in a more transparent and mainly consumer-driven way of interaction with customers.

2.1.1 Playing pinball

With the introduction of the new communication platforms researches came up with a different methods for reaching customers. The traditional and new media communication approaches can be discussed using the “playing pinball model” (Hennig-Thurau,

Malthouse, Friege, Gensler, Lobschat, Rangaswamy & Skiera, 2010) presented in Figure 2-1. In the past, companies used 4p marketing mix (arrow A) and traditional media (arrow F) in order to establish a positive company-customer relationship. Customers were only receiving the messages (B and E) and the outcomes of this way of communication should be increased sales and customer loyalty (C and D). According to Hennig-Thurau et al. (2010), the benefit of this way of communication is absolute control over the distributed messages. Despite the fact that a company might find itself troubled in a chaotic and unfamiliar environment by using new media, Hennig-Thurau et al. (2010) states that developing the new media communication will bring a company substantial benefits giving it the possibility to learn more about their customers and thus improve its image.

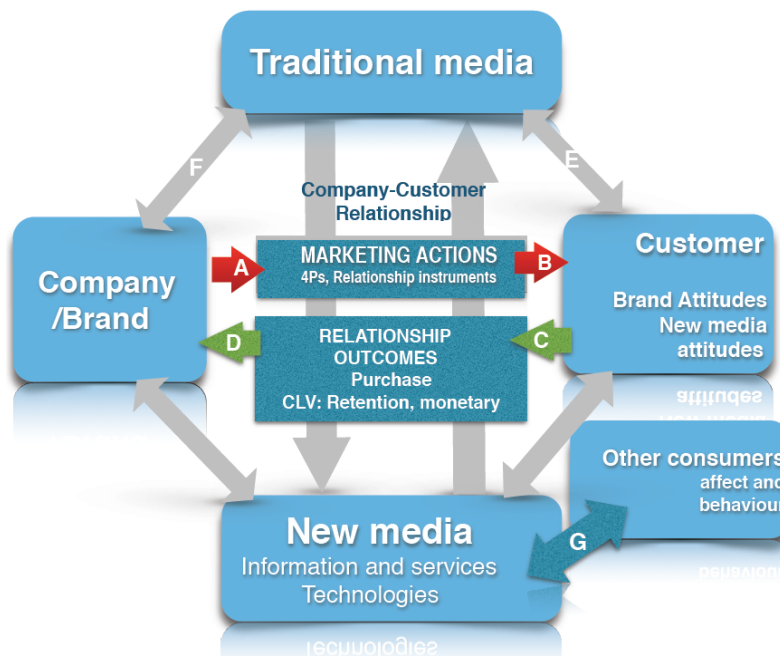


Figure 2-1 "Playing pinball" framework (Hennig-Thurau et al., 2010)

2.1.2 Developing the new communication paradigm

According to Kotler and Keller (2009) the introduction of the new way of communication through the new media will make companies and organizations to think of not only how they can reach their customers but also to find a way how customers could reach them.

In order to be able to understand the process of message distribution from a company to its customer this thesis will briefly analyse Kotler and Keller's communication model (Figure 2-2) and its nine elements:

- The Sender is the first and the major party in a communication sending the message to another part
- Encoding is the process of transforming the intended message into a symbolic form which purpose is to make the message understandable to the target markets
- The Message is the set of words, symbols and pictures that are transmitted by the sender
- Media is composed by different channels the message is being moved from sender to receiver
- Decoding is the process in which the receiver gives its own meaning to the symbols, words and pictures created by the sender
- The Receiver as the second most important party receives the message sent by another party
- Response is the set of possible reactions of the receiver after receiving the message

- Feedback is the outcome of these reactions that is being communicated back to the sender
- Noise is the unplanned distortion of the message during the communication process. This distortion has for effect that receiver gets a different message from the one being sent by sender (Kotler & Keller, 2009, 514)

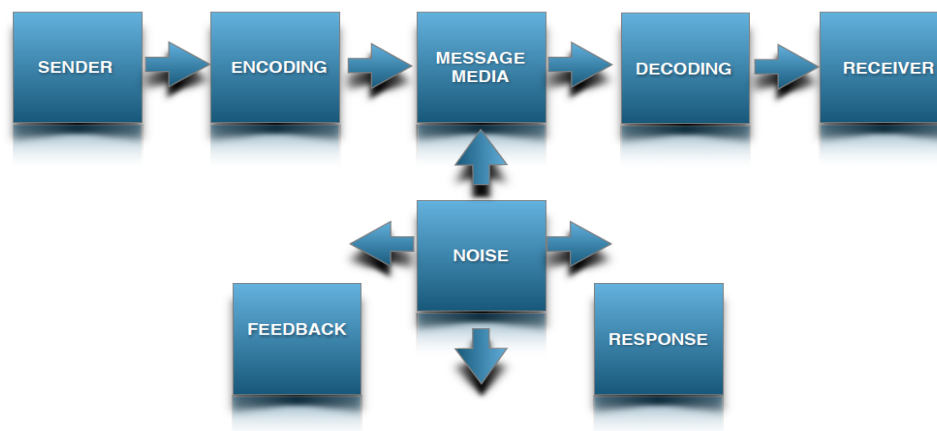


Figure 2-2 Communication process elements (Kotler & Keller, 2009, pp. 514)

Similar to Hennig-Thurau et al. (2010), Mangold and Faulds (2009) also argue that with the introduction of social media marketers started to lose control over the information customers are getting about their company. In the era of the new media the company does not create information alone. Information is being made in the marketplace and it spreads through the traditional marketing mix. Figure 2-3 shows the new communication paradigm developed by Mangold and Faulds (2009).

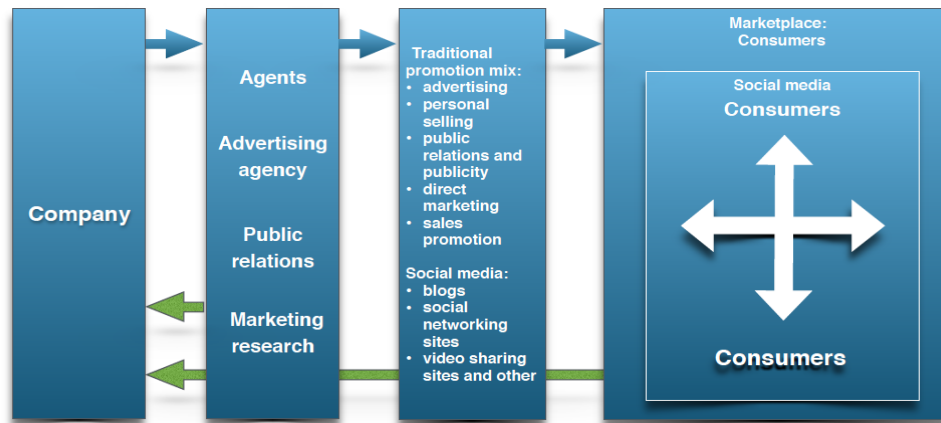


Figure 2-3. The new communication paradigm (Mangold and Faulds, 2009)

Constantinides and Fountain (2008), in their model adapted from Kotler (2003), present the factors shaping the decision-making process in an information-based marketplace. Figure 2-4 shows that consumers are not only being influenced by the traditional marketing mix tools (Controllable stimuli), but also by the personal and attitudinal influencer (Uncontrollable stimuli). The expansion of the Internet as a communication environment upgrades the model with two influencers: the online marketing mix, as the new controllable stimuli, and the social media experience as the uncontrollable stimuli. (Constantinides & Fountain 2008, 239-240.)

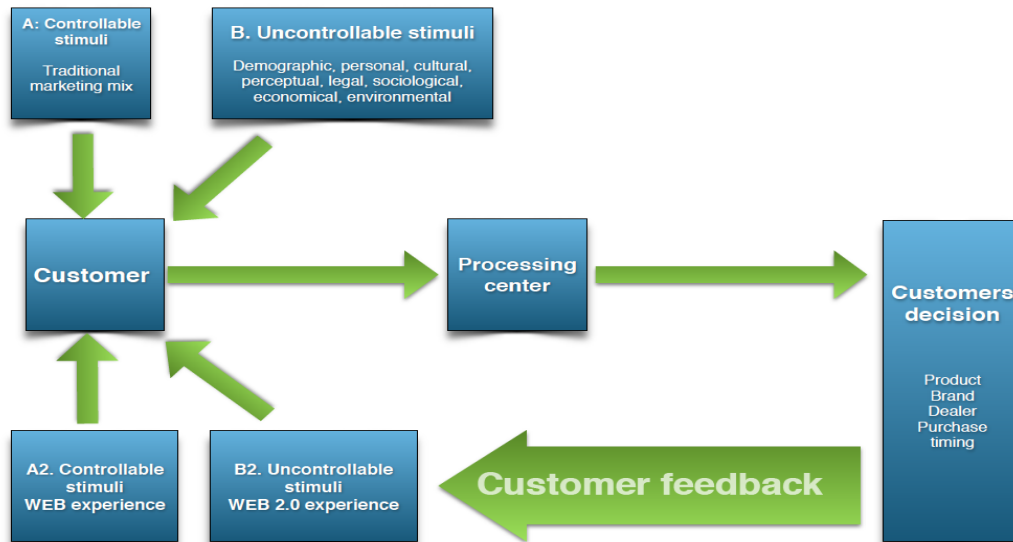


Figure 2-4 Factors influencing the decision-making process in information-based marketplace (Kotler, 1994 cited in Constantinides and Fountain, 2008).

Furthermore, Constantinides and Fountain (2008) argue that customers attitudes toward a product or a service are not based mainly on information distributed through traditional media or company's websites, but on many different factors in the consideration phase (Evans 2008, 82-83). According to Evans (2008) the consideration phase is the part when potential customer is considering all the aspects regarding the purchasing process (82-83). One of these aspects is the post-purchase feedback provided by other consumers. The customer's feedback in form of established opinions of the products or services, initiates the word-of-mouth (WOM) effecting back the consideration phase (Evans 2008). As one of the key social media objectives WOM will be discussed in later on in this thesis.

2.2 Social media

“Social media is the media we use to be social. That’s it.” – Lon Safko (2012, pp. 19)

The “social” part of the term ‘social media’ refers to the instinctual need of all humans to connect with other humans. The second part refers to the media we use in order to communicate with others. What social media is not, is a magical tool that instantly and over the night solves all the marketing problems of a company. As the set of new tools and technology, social media is doing a job that once was done with the telephone, radio, television and billboards, but exponentially more effective (Safko, 2012).

It all started back in 1979 when students Jim Ellis and Tom Truscott created the first worldwide online discussion platform. This system allowed the users to upload public messages only. Later, in the early 1990s, Bruce and Susan Abelson started the social network, which allowed users to gather under “open diary” community. (Kaplan and Haenlein, 2010). Today, social networking is a growing way of communication where users get to share similar interests with others online (McKenzie, 2009) and because of the global expansion of social networks there has been growing research reviewing the social networks (Kaplan & Haenlein, 2010).

Social network websites have been described more or less the same through different literature. Murray and Waller (2007, pp. 56) described social network web pages as virtual communities for users who are interested in a certain topic or just want to “hang

out” together. Users could establish or maintain connections with other participants and they could use the sites to interact with users they already know in “real life” or to meet new people (Ellison, Steinfield & Lampe, 2007, pp. 1143). According to Trusov, Bucklin & Koen (2009) social network webpages contains of registered members and the information they share between each other. Kaplan and Haenlein (2010) define social networking sites in more detail. They describe social networking sites as applications that enable people to connect and interact by creating profiles with personal information, where they could invite friends and colleagues to view and send instant messages to these profiles (Kaplan and Haenlein, 2010, pp. 63).

2.2.1 Web 2.0 vs. Social Media

One could say that the terms social media and web 2.0 are overlapping and are strictly related. On the other hand many authors are pointing out the difference between these two (O’Reilly, 2005; Cooke and Buckley, 2008; Hoegg, Martignoni & Meckel, 2009). The term ‘social media’ appears to have a more common use than the term Web 2.0. While Constantinides and Fountain (2008, pp. 231-232) use both terms identically, Safko and Brake (2009, pp. 6) clarify that the terms Social Media and Web 2.0 are closely associated but not precisely synonymous and that there must be a difference in their usage. It is usual that managers and researchers seem to get confused with defining the term Web 2.0 and its differences with Social Media (Kaplan and Heinlein, 2010). Despite the fact that this paper has its main focus on Social Media only, in order to avoid misunderstanding and confusion an attempt to define each of the terms separately will be made.

2.2.2 Understanding Web 2.0

Web 2.0 is a concept that represents most part of the current Internet environment. Maybe the clearest definition of the term Web 2.0 is the one from Cooke and Buckley (2008, pp. 277), which says that Web 2.0 is about making IT and media social. Furthermore they state that the Web 2.0 serves as an ecosystem to provide the “fertile ground” for users to grow “one to many” online communities (Cooke and Buckley, 2008, 277). According to Kaplan and Haenlein (2010), Web 2.0 as the ideological and technological foundation, should direct users and software developers to modify the online environment by creating and sharing content among each other instead of the content being published by only few participants. “As the effectiveness of traditional advertising and marketing techniques fade, Web 2.0 marketing is the future” (Skul, 2008 cited in Bolotaeva & Cata, 2011, pp. 2).

2.2.3 Understanding Social Media

Despite the fact that Social Media, the central concept in this paper, has been described in various ways in previous studies, there is no commonly used definition of the term Social Media. By viewing it through a sociological perspective, Social Media could be seen as a volume of collective goods that are being manufactured through computer mediated joint action in online communities. These communities enable their members to publish, manipulate, critique and label online content (Smith, 2009).

According to Kaplan and Haenlein (2010) Social Media allows the exchange of User Generated Content and its build on the ideological and technological foundation of Web 2.0. Safko & Brake (2009) see Social Media as set of activities and behaviours of people who gather online for the purpose of sharing information and opinions using web-based applications that allow users to easily generate content in the form of words, pictures and videos. Maybe the term social media is most fully described by Larson and Watson (2011) who views it from the perspective of relations between companies and their customers. They state that Social Media is the synergy of connectivity-enabled applications that enable communication and co-creation, exchange of information among companies and their networked groups of consumers (Larson & Watson, 2011, pp. 3). According to Gregory (2003) this much simplicity of interaction and discussion would not be possible in any other way.

Li and Bernoff (2008) write about different types of social media users. First there are creators or users that publish and maintain information online. Then, there are collectors or those users that save and share content. Users who comment or rate on the content published by creators are joiners, and those who are there only to read the content are spectators. (Li and Bernoff, 2008).

2.2.4 Different types of social media marketing tools

Nowadays, there are many, many sites and applications that we might call social media. For the purpose of this research and answering research questions, I don't find necessary

and relevant to describe in detail all the different social media platforms. In order to show how many social media platforms are actually out there and how they could be categorized the social media marketing radar developed by Chaffey (2011 presented in Chaffey & Ellis-Chadwick, 2012, pp. 32) is shown below (Figure 2-5):

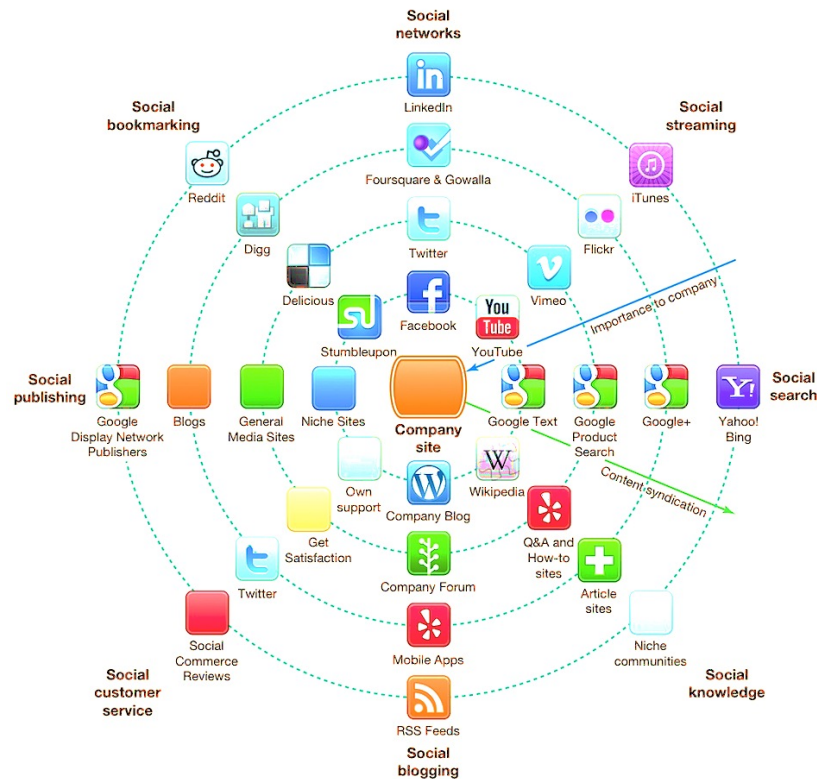


Figure 2-5: Social Media Marketing Radar (Chaffey, SmartInsights.com, 2011)

Chaffey & Ellis-Chadwick (2012) stated that there is more to social media than social networks. Using their Social Media Marketing Radar, this thesis briefly presents eight different types of social presence as well as examples of social media platforms:

1. Social networks. The most used social media with the highest numbers of users around the globe: Facebook, Twitter, Google+ and LinkedIn

2. Social streaming. Streaming media social sites and web applications: YouTube, iTunes, Flickr and Vimeo.
3. Social search. Search engines that include the option to tag and comment on search results: Yahoo, Google+.
4. Social knowledge. Reference social networks solve the problems and give answers to their users on diverse topics: Wikipedia, Q&A sites, “How to” sites.
5. Social blogging. Different blogs and internal and external forums
6. Social customer service. Customer support sites and forums. For this purpose a company could use social networks as well.
7. Social publishing. All online news and magazines with the option to post comments on news and react positive or negative to an article.
8. Social bookmarking. The bookmarking sites: Delicious, Reddit and Digg

2.3 Social media in business

As mentioned above, customers are no longer being charmed by the TV commercials, radio advertising or ads in newspapers. They are turning to social media as a source of information as they demand more control in their decision making process (Vollmer & Precourt, 2008). Consumers want to be educated by, hear the news from, and see the product reviews by people they trust (Safko, 2012). According to Foux (2006) the main reason for this transition is the new trust relationship that has been made between the users and social media platforms.

The new way of communication between an organization and consumers is not about selling. Social media marketing is all about listening and understanding first and speaking last (Safko, 2012). Safko (2012) sees social media marketing as going to any social gathering – birthday parties, sport events, even going to a church.

Let us imagine a birthday party with a large group of people. Mr. Conventional enters the party, interrupts everyone, announces his name and starts talking about his ideas, personal qualities, what he does for a living and what other people in the party should think about it. This way of communication and behaviour is not a natural one and it is regarded as inappropriate. But this is exactly what the conventional marketing is all about. Radio commercials and TV-adds do exactly the same as what Mr Conventional does, and there is no doubt that reaction from people is going to be the same – they will get annoyed and walk away. Let us now rewind to the birthday party and see how Mr New communicates. As he enters the party he might find a group of people that look like he might get along with. He doesn't interrupt the conversation but waits for a break and politely shares his ideas. Thus, Mr New becomes a part of a group and if he is interesting enough and creative he might get a question or two from the other participants regarding his work or the life plans. Suddenly, he gets to say the same, and maybe even more than Mr Conventional and what's more important, his message is more trustworthy and credible. Likely, most of us will do what Mr. New did since it is the completely normal and appropriate way of communication. Social media marketing is the same: Listening and participation in conversation is in focus as well as building relationships that will result in bigger sales and greater WOM (Safko, 2012).

2.3.1 Implications

Social media can be exploited in many different aspects and different departments in the organization can develop their own approach in use of social media. The marketing department of a company might be using blogs and other user-generated sites such as YouTube in order to promote products and services. On the other side, the sales department could use social media to find passionate customers or “fans”, which could share their positive and constructive feelings towards the company on networking sites or in user-generated web pages (Bernoff & Li, 2008). While communicating with their customers efficiently and inexpensively (Murray and Waller, 2007, pp. 58), companies use social media for customer support, product and service development, and recruiting (Moran & Gossieaux, 2010), all of which results in improved company image.

According to Singh, Jackson and Cullinane (2008) the main reason for using the social media platforms is to create a buzz around the company’s products and services. Thus, many companies use a lot of money and energy to make their customer talk about their brands. Knowing that millions of active users and potential customers are online every day, businesses recognize social media as, not just convenient to use, but also a very valuable marketing tool (Barnes & Mattson, 2009). This revolution in marketing sets social media as the newest element of the marketing mix alongside advertising, personal selling, public relations, direct marketing and sales promotion, since it is able to provide real-time communication through numerous platforms around the globe (Mangold & Faulds, 2009, pp. 359).

2.3.2 Where does our social media strategy take us?

Dead end or Success?

In order to define the level in which the company engages in social media marketing, as well as to predict the outcome of company's social media activities, a framework of social media strategy, developed by Hoffman and Fodor (2010) is used (Figure 2-6).

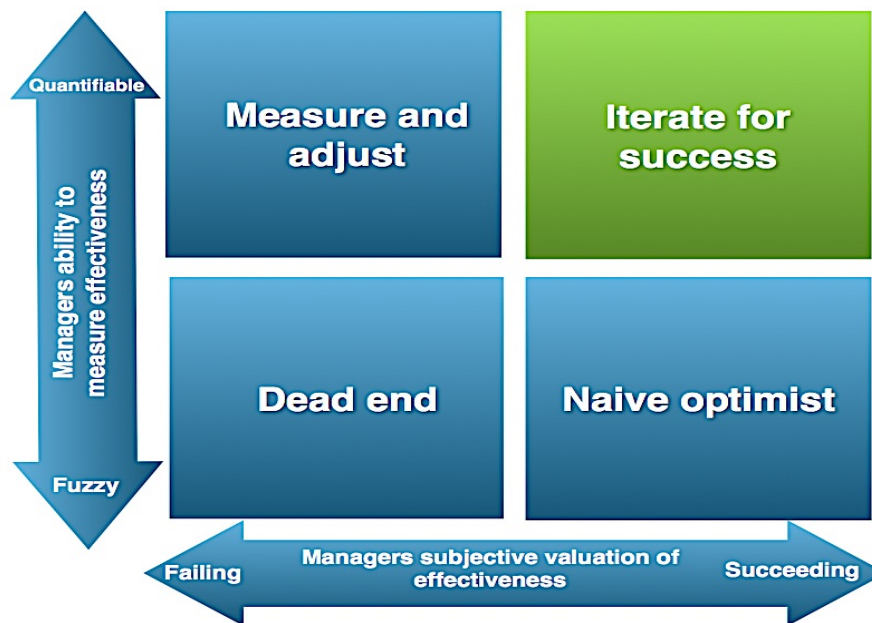


Figure 2-6 Social Media Strategy Framework (Hoffman & Fodor, 2010)

Based on a manager's subjective judgment of social media effectiveness and a company's ability to measure social media effectiveness, a company enrolled in social media marketing can be assigned to one of the four quadrants inside the social media strategy

framework.

According to Hoffman & Fodor (2010) the managers' ability to measure effectiveness of social media can be characterized as "fuzzy" and "quantifiable". If a company does not have useful tools to measure effectiveness of its social media platform and the manager's subjective valuation of effectiveness is that social media strategy is not "succeeding" but "failing", the company's social media strategy and social media activities will reach "dead end". Thus, the companies that are using analytics applications to calculate social media effects are being set high on measurement scale. The subjective valuation of effectiveness doesn't only show managers' personal judgment of social media effectiveness but also to which degree the company is ready to progress and improve in use of social media (Hoffman & Fodor, 2010).

In order to position MaiJazz on this graphic, qualitative data gained from the interview with the managerial director of MaiJazz will be used to determine the managers subjective valuation of social media effectiveness. The ability to measure effectiveness will be evaluated by estimating the usefulness of the analytical tool the company is currently using. This will be further discussed in the methodology chapter under Interview and Facebook Insights.

2.3.3 Social media as part of an overall strategy

A success accomplished by using social media does not happen by fortune and over a short period of time. On the contrary, it is well planned and engineered set of activities

that will lead to this success. This way the social media deserves its place as an important part of the business strategy (Blanchard, 2011).

Advised by Li and Bernoff (2011) a company should not base its social media strategy on general models, but instead it should be constructed for a single case or campaign. Furthermore, they state that social media strategy should be constructed following these four components: people, objectives, strategy and technology (Li & Bernoff, 2011).

- **People**

At the beginning of a social media strategy construction process, it is crucial to detect the specific audience the company wants to communicate with, their interests and other population characteristics (age, gender, personal preferences, social media engagement). This information will lead to further social media strategy developing (Li & Bernoff, 2011).

- **Objectives**

Clear and precise goals and objectives must be taken into development of a successful social media strategy. As directed by LI and Bernoff (2011) these objectives are:

Talking – distributing messages and initiatives via social media platforms

Listening - collecting the ideas and different opinions from the followers

Energizing – inspiring and motivating the most active followers to increase electronic Word-of-Mouth (eWOM).

Support – providing instant feedback to the customers regarding customer support, solving problems and answering to questions and complains

Embracing – designing an environment where customers and the company can co-create.

- **Strategy**

Further, the company needs to review the suitable methods of engaging with the customers via social media. Here, the company should evaluate the correct communication model and consider the directions in which the communication strategy might change.

- **Technology**

At the end of this strategy creation process, the company needs to decide which technologies and social media platforms should be considered as most suitable. On the other side, Safko (2012) states that an organization should use multiple social media channels and that is of crucial importance that the message stays unchanged across the entire social media network.

Companies as social media users should adjust the communication strategy regularly. As advised by Li and Bernoff (2011) strategy model need to be corrected in order to adapt to the certain internal and external changes.

2.4 Social media objectives

According to Drury (2008, 274) social media marketing is a pretty new and unfamiliar concept to many companies and organizations. Even though its biggest value lays in connecting large international companies with a broader world market, particularly small companies, such as the case company, MaiJazz, has big advantages from it. For the purpose of this thesis I will review the relevant theory on objectives a company should strive to achieve and metrics for measuring key social media objectives.

As mentioned in the previous chapter, companies and organizations can develop social media programs and include them in their overall marketing strategy. The first thing managers need to do is to understand what the key social media objectives are and how they could be measured. A deeper understanding of key social media objectives can help the company in making the decision on which elements should be carefully considered before planning a social media program or campaign. The academic literature provides very inadequate and limited guidance to help them in this process (Mangold and Faulds, 2009). After reviewing relevant literature regarding the objectives a company needs to achieve by using social media marketing, a set of metrics for their measuring will be developed.

According to Weinberg (2009, pp. 25-28) social media as a marketing and communication tool is being used to achieve various objectives such as increased brand awareness, improved ranking on search engines and to increase sales numbers. The

objectives of social media marketing should be tailored using the “SMART principle” by which objectives should be Specific, Measurable, Achievable, Realistic and Timed (Weinberg 2009, 25-28.)

According to Hoffman & Fodor (2010, pp. 43) companies should primarily focus on objectives that explicitly recognize the value of operating in the social media environment. Still, most of managers today are mainly interested in traditional objectives such as increased sales, cost reductions or increases in market share from social media. (Hoffman & Fodor, 2010, pp. 43) Some researchers see the social media as a way to improve their current business. According to Safko & Brake (2009, pp. 4-5) one of the objectives of using social media is starting the conversation with the customers that are of concern to the company. This way the company can use the gathered information to improve the product or the service company is offering (Evans, 2008, 36-37). Safko and Brake (2009, 25) also states that the main goal of social media marketing is to engage customers to interaction with the brand through communication, collaboration, education and entertainment. Hoffman and Fodor wanted to emphasize objectives that take advantage of the distinctive characteristics of social media. Companies should strive to develop social media programs in order to achieve Awareness, Engagement and Word-of-Mouth objectives (2010, pp. 43).

The measuring of social media marketing effectiveness can start with discovering the size of the audience it reaches. ‘Total reach’ defines a number of users that are exposed to a company’s brand or the particular post published by a company via a social media

platform (Sterne 2010, pp. 4.) It can be expressed by the number of shares among users, the number of tweets about it on Tweeter or the number of followers or on Facebook (Weinberg 2009, pp.304).

According to Weber (2009) there are numerous metrics for influence on target audience and media influence. Measuring of the media influence is the easiest one and will include evaluating visits and page views, number of visitors and fans, number of comments and reviews etc. The effect of the target audience can be determined by analysing the number of memberships, the number of positive opinions expressed, the sentiment of customers comments and reviews, positive connection to the brand, time spent on the site etc.

Below I further discuss three key social media objectives and relevant metrics for social media platforms developed by Hoffman & Fodor (2010). Considering that this thesis focuses mainly on Facebook as the most important and most relevant social media platform, only metrics developed for social networks by will be discussed. In addition metrics for measuring three key social media objectives will be developed for the Facebook platform using metrics exported from Facebook's own web analytical tool – Facebook Insights. Before I continue with social media objectives, I will shortly describe the concept of Web analytics and Facebook Insights.

2.4.1 Facebook Insights

Facebook Insights can be defined as Facebook's web analytical application which

provides statistics about website users and their actions. Facebook Insights enables organizations to perform online user research, since it records all user data. It provides a company with valuable user insight and gives the answers on who the users are, where they come from and how they use the organizations' Facebook page. The user or follower insights include information regarding user characteristics, preferences and online behaviour.

Facebook Insights can be seen as a useful tool that can help a festival organizer to understand its audience's online behaviour, and further design tactics to influence behaviour in order to help the festival organizer to achieve marketing goals and the key social media objectives – brand awareness, brand engagement and word-of-mouth.

2.4.2 Brand awareness

Brand awareness represents the ability of the consumer to recognize the brand under certain conditions, and it has been described as the lowest end of the brand knowledge continuum that ranges from simply recognizing a brand to having detailed information about the company and its brand (Hoyer & Brown, 1990). Once the user is aware of the brand, he might develop certain feelings and judgments that he might be willing to share finally resulting to an increase in customer loyalty (Larson and Watson, 2011).

Social media can be presented as an environment where a customer can get familiar with the brand and form opinion and feelings about it. Thus, as a population of followers get considerably engaged in social media in the recent years, the companies are increasingly

utilizing social media platforms in order to raise awareness of their brands.

2.4.2.1 Metrics

Traditionally, brand awareness is measured by conducting surveys. (Hoffman & Fodor, 2010) Now, however, companies have a number of ways to track brand awareness online using social media platforms and their analytical tool, such as Facebook Insights.

According to Hoffman & Fodor (2010) there are five social networks metrics for measuring brand awareness: number of members/fans, number of installs of applications, number of impressions, number of bookmarks and number of reviews. On the other side Sterne (2010) points out that for measuring brand awareness on social media a company should access three metrics: the number of users that are might be exposed to the brand, the number of users that could see the brand and number of user who are likely to remember.

Reviewing the analytical tool Facebook insights the metric that will most effectively measure awareness and which will be used in this thesis is “daily total reach” or number of people who have seen any content associated with the company’s page.

2.4.3 Brand Engagement

As stated earlier by Hoffman and Fodor (2010), users who are aware of a brand are likely to develop feeling and attitudes towards it and share their opinion with other users on a social media channels. A company that wants to be successful on social media should encourage their users not only to share their opinion about the brand with other users but

also with the company itself (Blanchard, 2011), in order to produce a dialogue and respond to consumer needs, positive and negative opinions (Li and Bernoff, 2011).

According to Hoffman & Fodor (2010), creating content shows commitment on the part of the creator (user). This means that the users that are engaged are more likely to support the brand in the future than the users that are not engaged in creating content.

2.4.3.1 Metrics

As for brand awareness, marketers usually measure engagement through customer surveys. On the other side, some social media platforms, such as Facebook, provide precise and easily accessible data of the engagement level of their customers (Hoffman & Fodor, 2010).

Metrics that can measure brand engagement on social networks are: number of comments, number of active users, amount of “likes” on posted content, user-generated items (photos, threads, replies), usage metrics of applications/ widgets, impressions-to-interactions ratio and rate of activity. (Hoffman & Fodor, 2010, pp. 44)

A metric that will effectively measure the engagement of Facebook users is “Daily page engaged users” or the number of users who engaged with the page. Facebook Insight export-data further describes engagement as any click, comment or story created on the Facebook page.

2.4.4 Word of mouth (WOM)

Once consumers are aware of the brand and engaged, they are in a position to communicate their positive and negative attitudes towards the brand to other online and offline prospective consumers (Hoffman & Fodor, 2010). Since the customers develop attitudes toward a company and form their own opinion through social media, it is likely that they will pass it along to others through a social media platform as well (Chu & Choi, 2011). This concept is described by Chu & Choi (2011) as eWord of Mouth (eWOM). The concepts WOM and eWOM operate in a similar way. Various theories on how consumers are affected and motivated by WOM are also applicable to an online environment (Prendergast, Ko & Siu, 2010).

According to Chu & Choi (2011) eWOM is an exchanging of consumers' positive and negative opinions regarding a product, service, brand or a company via Internet. This definition is based on a definition stated by Hennig-Thurau et al. (2004) by which they explain the concept of eWOM as any positive or negative opinion created by former, actual or possible new customers regarding a brand, product or a company, which is instantly available to a large number of individuals and institutions via the Internet. According to Chu and Choi (2011) individuals and institutions exchange the information having a role of opinion seekers and opinion leaders. What is different from the traditional way of media communication is that all participants have opportunity to act as both. They could get to learn about products and brands before the purchase and thus to reduce the risk of the unknown (Wu & Wang, 2011). On the other side, companies have

an opportunity to better understand the needs and complaints of their customers, and thus a unique chance to develop an efficient customer service.

How is eWOM different from WOM apart from an extra E? The difference lies in its speed, strength and coverage. An original message distributed through social media doesn't only have a potential to end up stronger, but also to get louder and to travel faster. Chu and Choi (2011) described eWOM as a valuable branding modulator since it has the ability to reach a high number of users with similar interests around the world and in a very short time: In other words – to go viral. Thus, the concept of eWOM has often been referred to as viral marketing (Hennig-Thurau & Walsh, 2004).

According to Hennig-Thurau & Walsh (2004), it is very important for companies to pay attention to WOM, since online messages are available to a wide span of consumers and for an unlimited period of time. If WOM is managed well it could have an enormous potential for any organization since it is able to move a product or service from a small market to a much bigger one (Park and Kim, 2008).

2.4.4.1 Metrics

Traditionally, companies measure WOM using surveys. In order to measure WOM the survey has to measure the likelihood of recommendations, customer satisfaction, loyalty and intention of repurchase as proxies for word of mouth. Using social media analytical tool, eWOM can be measured directly (Hoffman & Fodor, 2010). On the other hand, directly measuring the impact of social media content to offline WOM is almost

impossible (Hoffman & Fodor, 2010).

According to Hoffman & Fodor (2010) there are four metrics that might be reviewed in order to measure WOM on social networks: frequency of appearances in 'timeline' of friends, number of posts on 'wall', number of reposts/shares, number of responses to friend referral invites (Hoffman & Fodor, 2010). A metric that will effectively measure eWOM on Facebook is "Daily shares" or the number of times people have given positive feedback by link.

2.4.5 Key social media objectives and theory of interconnection

Social media platforms (in this case; Facebook) allow the user to indulge many with his/her thoughts about literally anything in just a matter of seconds. WOM can be a powerful instrument to promote a brand (Weber, L. 2009) and for many it is obvious that brand awareness and brand engagement are highly influenced by Social media (Mangold & Faulds, 2009). According to Kotler and Keller (2009) WOM has a direct relationship to Brand Awareness.

Brand Awareness, Brand engagement and Word of Mouth are connected and influencing each other (Kazakulova & Kuhn, 2012). If one is aware of a brand (Brand Awareness), it could influence him/her to share opinions and attitudes with other consumers and the company (Brand Engagement), generating a buzz about the brand and the company

(Word-of-Mouth) (Hoffman & Fodor, 2010). Figure 2-7 shows the interconnection between BA, BE and WOM.

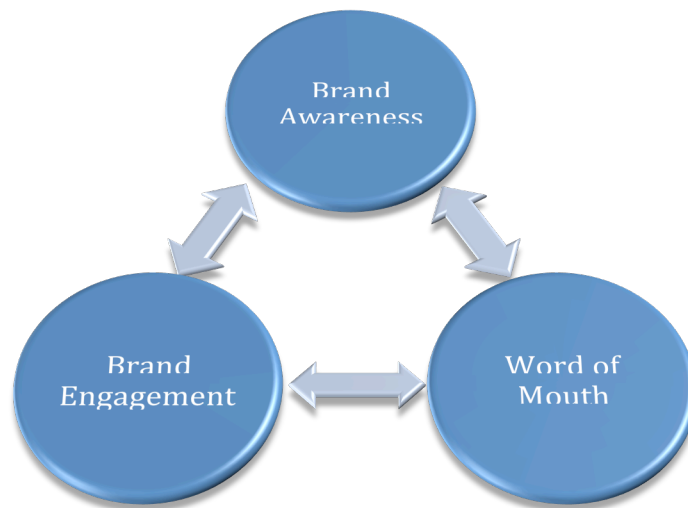


Figure 2-7 Interconnections between BA, BE and WOM (Hoffman & Fodor, 2010)

2.5 Social media in event management and the tourism industry

Very few researchers out there have gotten interested in exploring the role of social media as a marketing and communication tool of organizations. Some researches, such as Kaplan & Haenlein (2010) and Mangold & Faulds (2009), have suggested that social media could be influenced by the nature of company-consumer communication. On the other side Hoffman & Fodor (2010) tried to determine the influence social media has on a company's return of investments and overall success of the marketing campaign. The

bottom line is that due to the limited number of researchers, a limited guidance and answers on how to successfully incorporate social media into a company's communication strategy is being offered (Mangold & Faulds, 2009).

The academic literature related to the use of social media in the tourism industry and for festival organizers is, as well, in the very beginning and limited. Most articles regarding this topic describe social media strategies, or in other words, tactics and practices used by festival organizers or tourism industry organizations. Thus, this thesis will review some of that literature. Before that, since this thesis focuses on social media use in a company that organizes festivals and cultural events, let us start by describing the concepts of festivals, marketing of arts and culture and cultural products.

2.5.1 Festivals

Events and festivals have been considered as one of the fastest growing fields of the world leisure industry in the past decades (Getz, 1997). Nowadays, festivals play an important role in shaping cultures and societies while being supported by governments, businesses, and corporations. According to Getz (2008) the event management as a profession has existed since 1885, through the International Association of Fairs and Expositions (IAFE). The evolution of event management as a profession has also been supported by educational institutions, which offer event management degrees. This support has helped the development of scientific research on event management as a topic (Getz, 2008).

2.5.2 Marketing the Arts and Culture

According to Kotler and his definition from 1982, marketing is described as the analysis, planning and realization of carefully formulated programs designed to bring exchanges of values with target markets for the purpose of achieving organizational objectives. (p.6) In 2009 Kotler and Keller described event marketing as a set of promotion and marketing activities planned for a specific event such as a conference, seminar, exhibition, trade fair etc. (p.46)

As the lifestyle of people has changed over the decades, a different study shows that even cultural events face competition from the other uses of leisure time, making marketing a necessity for attaining profits. Thus, organizations must market more eye-catching benefits than other leisure activities in order to run a profitable and sustainable business, especially concerning the fact that people today have variety of digital media to entertain themselves (Colbert, 2007).

Regardless of type and purpose, any festival heavily depends on its marketing. As a vital part of the festival organization process proper marketing planning could bring valuable impact to both the festival organizations as well as to the community in which the festival takes place. Knowing that marketing can have a beneficial impact, Hudson & Hudson (2013) state that festivals tend to use a big part of their budget on marketing, as the success of a festival depends on its marketing.

The researchers differently understand the purpose of marketing. On one side Allen, O'Toole, McDonnell and Harris (2002) argue that the purpose of marketing is not only to sell products and services but also to satisfy customer needs (p.162). On the other side there is an opinion that marketing is mainly about building relationships with the consumers as well as staff, stakeholders and partners (Getz, 1997). Since the key component of marketing is market research and market analysis (Hoyle, 2002, 21) festival organizers should strive to establish a relationship with the consumers who are most likely to appreciate the product (Colbert, 2007). For a music festival, that involves the artistic product, audience will largely consist of people with higher level of education.

A key aspect of marketing the arts and culture is that it can't be used equally for different events and cultural products and has to be modified to fit the features of specific cultural products. That is why it is important to analyse the characteristics of the art and cultural products as well as to explore the nature of the music festivals (Colbert, 2007).

2.5.3 Cultural products

Cultural products are described as non-quantifiable and subjective (Colbert, 2007) and since they include intangible value, one could say that cultural products are very complex. They are affected by the customers' tastes and available time for art and culture (Colbert, 2007).

According to Hill, O'Sullivan and O'Sullivan (2003) cultural products could be linked to art experience. They state that it is the special nature of the art experience which makes art and culture marketing different and unique. Even more important characteristic of its special nature lies in the major role of the customer plays in creating that product by being a part of the co-creation of the experience (Hill, et al., 2003).

Another characteristic of cultural products is that they provide multiple values for the consumer. According to Bernstein (2007), when an audience decides on buying cultural products they will also consider the other services they could enjoy apart from these products. In other words, for a consumer of art experiences there is a whole different other level of gained value unrelated to the main product or "what is happening on stage"(Bernstein, 2007, p.56). Furthermore, Bernstein (2007) argues that marketing strategy for arts and cultural products have had to change over time toward how he calls it, "connect-and-collaborate" strategy (p.17).

2.5.4 Music festivals and tourism industry on social media

Even though there are not so many researchers dealing with the issue of social media in festival and tourism industry, those who do, strongly point at the importance of social media as a new form of communication. Thus, Xiang & Gretzel (2010) cited by Hudson & Hudson, 2013), suggest that tourism marketers can no longer ignore the importance of

social media, as the consumers are turning toward user-generated content to discover and learn more about new travel destinations.

This might also be true for music and art festivals, as they tend to attract the younger audience who are nowadays almost ‘addicted’ to social media. If there should be only one communication channel a music festival can use to interact with its audience that should most definitely be a social media channel. The literature on the use of social media by festival organizers is quite limited. As the social media digital environment is rapidly changing, I find that in many research articles regarding this topic, the most valuable part of is actually found in the chapter regarding recommendations for further research. However, there are some interesting research articles regarding destination-marketing organizations in social media marketing. In 2011 Spark Loft Media conducted research using surveys with over 200 destination-marketing organizations (DMOs) in order to evaluate their level of social media use. According to the results of this research 83% of the examined DMOs heavily engage in social media marketing and measure their social media efforts. The most influential social media platforms for destination marketing organizations are Facebook, for 64% of the organizations, followed by Twitter for 26% of the organizations. Trip Advisor is considered as an influential social media platform by only 4% the organizations while YouTube is main communication channel for 3% of DMO.

The most stated reasons why Facebook is seen as the most valuable platform for DMOs are its ease of use, the power to engage and the access to the large audience of users.

According to this research most of DMOs state that objectives of their social media effort are “increase awareness for the destination” and “builds engagement with consumers” (Hudson & Hudson, 2013). Used correctly, social media provides festival organizers, tourism and hospitality organization with a very effective and low-cost marketing. As social media is getting more and more credit as valuable marketing tool, it can be expected that more and more small festival organizers and tourism organizations will join in. (Hamill & Stevenson, 2012).

2.5.5 Previous research on Social Media in event marketing

According to Getz (1997), festivals can be seen as a new type of tourism. As social media is a powerful tool for promoting an event, it can as well help in promoting the destination where the festival is being held and contribute in attracting tourists. This part of the thesis will review academic work focusing mainly on social media in event management.

One direction of research in this field has focused on how festivals can communicate their characteristics to audiences by adopting social media based communication strategies (Montanari, Scapolan & Codeluppi, 2013). According to Montanari et al. (2013), the development of various social media platforms have opened an opportunity to a festival to promote their events and manage the relationship with its audience, not only

during the festival but throughout the year as well. Montanari et al., (2013) stress over the perceived identity of a festival, and how the managers can use social media platforms to preserve it throughout the long duration of seemed inactivity. This could be of value to annual festivals.

Social media can increase the interaction with festival attendees. Social media can allow them to post comments before and after their involvement in an event, as well as to exchange viewpoints, feelings and ideas with other festival attendees. Thus, social media can help festival attendees to enhance the feeling of belonging to a social group and to increasing the level of social identification (Montanari et al., 2013, pp.207-225). More detailed research investigating regarding this issue is still lacking.

2.6 Social media. Pros and Cons

The previous chapter emphasized the social media platforms as a marketing channels and a new way of communication between a company and a consumer. In the perspective of social media being discussed as a marketing and communication tool, the following chapter will examine the relevant literature regarding opportunities and challenges of engaging in social media.

2.6.1 Social media opportunities and benefits

Social media offers many possibilities for strengthening the relationship between a

company and its customers as well as expanding those relationships to others. (Weinberg 2009, 2-3.) According to Weber (2009) social media can enhance the perceptions of the brand's personality and thus differentiate it from the competitors, not only for big companies but also for micro enterprises. Most Social Media platforms are free of use and are user friendly and easily accessible compared with other promotional tools, which need planned budgets and marketing funds. Social media have been proven to be especially powerful in creating the viral marketing phenomena (Kaplan & Haenlein, 2011) and supporting new product launches (Kaplan & Haenlein, 2012). If approached correctly, social media can help build brand awareness, reach new customers, and help conduct brand intelligence and market research (Weston, 2008 cited in Bolotaeva & Cata, 2011).

Social media builds trust. A customer will recognize that the company has his best interest in mind and that the social media adds value to the company and its brand. Social media marketing offers a quicker and inexpensive way of reaching highly targeted markets than traditional media such as newspapers or television (Constantinides & Fountain, 2008). One thing many researchers agree on is that social media enables organizations to differentiate themselves from their competition. The final results might be improved customer loyalty and even increased sales figures (Kaplan & Haenlein, 2011; Evans, 2008 Safko & Brake, 2009, Safko, 2012).

Use of social media could also have internal benefits for an organization. According to Kaplan & Haenlein (2011), social media is often utilized to expand and improve employee communication. The Finnish mobile phone company, Nokia, uses internal

wikis to update employees on their project statuses and to support exchange of ideas among employees (Kaplan & Haenlein, 2011).

To confirm and validate these benefits and as well for the purpose of this study, research published by Wright and Hinson (2009) will be reviewed. According to Wright and Hinson (2009) regarding the impact of social media, marketing specialists believe that social media has revolutionized the way their companies interact with their customers and other organizations. Furthermore they elaborate that even 85% of the respondents noticed that social media matches traditional media platforms (TV, radio, magazines) while 84 % stated that social media offer low-cost techniques to develop relationships with customers and other organizations (Wright & Hinson, 2009).

2.6.2 Social media risks and challenges

Despite the fact that social media and its application in marketing is still news for many companies and organizations (Drury 2008, pp. 274) it is turning into a powerful marketing tool. By taking this new path in communication strategy, a company might be faced with quite a few challenges. Just the process of adopting a completely new way of communication requires, above all, a lot of time in order to gain the knowledge on how to integrate social media in an existing marketing strategy (Weber, 2009).

According to Kaplan and Haenlein (2010) companies are losing the level of control they once had when the communication was one-directional. Thus, in an environment where content regarding a company and its brand can be posted by literally anyone who is online, the control over posted content and frequency of information is almost impossible

(Kaplan and Haenlein, 2010). The information generated by other consumers might be false and damaging to the image of the company (Mangold and Faulds, 2010; Weber, T. 2010). According to Aula (2010, p45) the information generated by the company and one provided by the other consumer will differ and cause confusion, dissatisfaction and loss of trust.

Social media has the power to effect a company's reputation (Aula, 2010). Even though a company might have an effective customer support, a single dissatisfied customer might "go public" and engage in virtual complaints which could result in having a potentially damaging information available for many other potential customer (Ward & Ostrom, cited in Kaplan & Haenlein, 2010, p.63). Once posted, potentially damaging information stays available online for years (McConnell & Huba, 2007), moving from platform to platform and becoming impossible to correct and diminish its negative impact to a company's reputation (Aula, 2010, p.45).

"One witty tweet, one clever blog post, one devastating video forwarded to hundreds of friends at the click of a mouse can snowball and kill a product or damage a company's reputation and share price" (Weber, T. cited in Kietzmann, Hermkens, McCarthy and Silvestre, 2011)

As the new communication tool, social media is in part perceived as unreliable and ineffective. The results of the survey, conducted by Lariscy, Sweetser, Avery & Howes (2009) among American journalist, show that there is a gap between the adoption and perceived value of social media as a source of information. According to this research

only 7,5% of participants stated that they perceive social media as a very important channel for collecting relevant information. Furthermore, the authors present that according to their survey online only 3% of media specialist use social media for work related matters and one third of journalist have never used social media at all (cited in Amerian & Pizarava, 2012).

3 Methodology

In this part of the thesis, the research methodology will be thoroughly explained using the “onion process” developed by Saunders, Lewis and Thornhill (2009). After a short discussion about research philosophy, research design and approach will be examined. The description of how the data was analysed will be divided in two phases, namely qualitative and quantitative research. Additionally, it will be explained how validity and reliability can be proven. The collected data has been divided into primary and secondary data and methods for collecting both will be described.

The goal of this research is to determine the level of a company’s engagement in social media, describe the key social media objectives and the metrics or indicators of these objectives. Considering that the goal of this study is to describe different aspects and their relationships, a combination of descriptive and explanatory design was elected (Neuman, 2011). The intention of this research and its findings is to advice the case company on how to adjust their social media strategy. For this purpose the social media framework has been used. In order to develop and validate the model, the review of relevant literature combined with quantitative data from the Facebook analytical tool, Facebook Insights, and qualitative data from the semi-structured interview is analysed in order to answer research questions.

3.1 Peeling the research onion

Before starting with data collection different research stages have to be clarified. Figure 3-1 illustrates these stages, namely research philosophy, research approach, research strategies and time horizons, as part of the “onion research” process developed by Saunders, Lewis and Thornhill (2009).

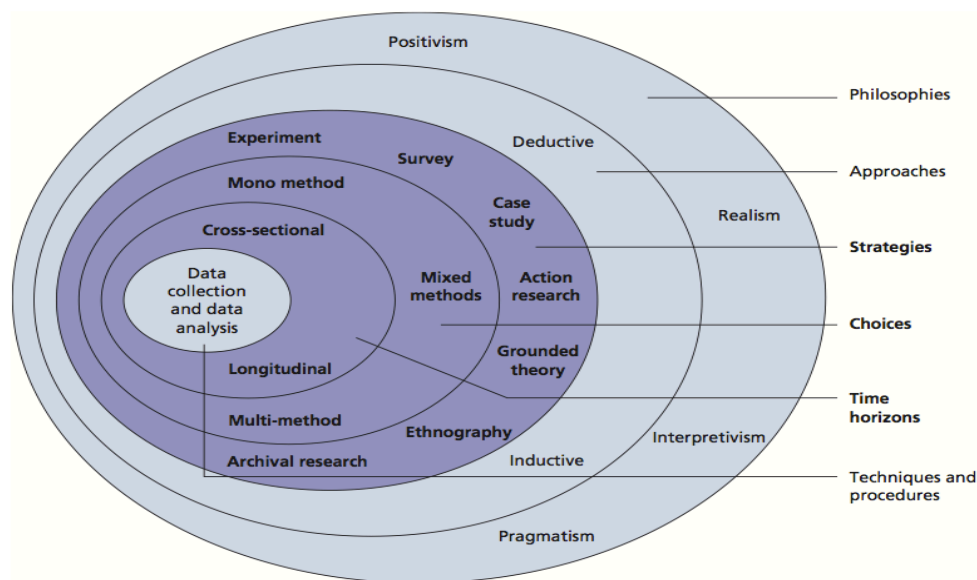


Figure 3-1: The onion process, by Saunders, Lewis & Thornhill (2009)

The principle of the “onion research” approach is to peel away the various layers (research processes) of the “research onion” to reach to the core. In order to reach the core, a researcher has to follow the method step by step, peeling layer by layer.

3.1.1 Layer 1: Research philosophy

As the first step and the most crucial one, research philosophy relates to the development of knowledge and the nature of that knowledge (Saunders et al, 2009). It refers to the researcher's opinions and the way he understands the world. There are two different paradigms; positivism and interpretivism. The difference between these two paradigms lies in the opinion that interpretative researchers tend to discover the reasons for somebody's behaviour from their own point of view (Veal, 2006). An interpretive research intends to detect the various reasons for certain behaviour by mainly focusing on personal feelings expressed by a respondent in order to understand how people act in their social setting (Neuman, 2011).

The research philosophy applied in the thesis is interpretivism. As the study is, in big part, built on the subjective interpretation and qualitative data, the applied research philosophy should help solve the research problem. Using an interpretive research paradigm, this research will contribute in deeper understanding of different social media aspects and their use by the case company.

3.1.2 Layer 2: Research approach and types of research

It is important to differentiate two research approaches; inductive and deductive. The inductive approach refers to the theory that is built upon itself. (Kazakulova and Kuhn, 2012). This means that a theory could expand using collected data that serves as

additional evidence to already existing theory. An inductive approach sets focus on why something is happening, instead of answering the question of how something happens. According to Saunders, Lewis & Thornhill (2007) this approach helps to build a theory and place the focus rather on qualitative data. The main purpose of the inductive approach is to analyse an already established theory. There are two main types of research – qualitative and quantitative. A qualitative research is inductive in its nature, meaning that it intends to define new concepts and build new theory. This type of research uses data in form of words, sentences and photos in order to interpret and present detailed information about the phenomenon (Neuman, 2011).

Unlike the inductive approach, a deductive method places the focus on quantitative data (Welman, Kruger & Mitchell, 2005). This research approach is aiming to discover the relationship between the collected data and the existing theory. Research data is presented in form of numbers and are usually collected using big samples. In order to interpret the data, statistical techniques must be employed (Neuman, 2011).

Therefore, the research for this thesis will utilize a mixed method approach. Both inductive and deductive methods are used, firstly to strengthen theory developed by Hoffman & Fodor (2010) and secondly to support the theory using quantitative data. The research for this master thesis is intended to serve as a support to the theory developed by Hoffman & Fodor (2010) in order to strengthen and possibly expand on it. Thus, the data collected will not be tested against the established theory nor will a hypothesis be developed.

3.1.3 Layer 3: Research strategy

According to Saunders et al. (2009, pp.141) there are several research strategies that a researcher can employ. These strategies are: experiment, survey, case study, action research, grounded theory, ethnography and archival research. Each of these strategies can be used for exploratory, descriptive and explanatory research (Yin 2003 cited by Saunders et al. 2009, pp. 141). This section of the methodology focuses only on the research strategies that were employed for the purpose of conducting this research and used according to the research questions and goals of this thesis.

Saunders et al (2009) argues that the listed research strategies should not be understood as mutually exclusive. Thus, one will likely use the survey strategy or archival strategy as a part of a case study.

Considering that the case study strategy has the ability to give answers to questions such as “why?”, “what?” and “how?” it is most often used in explanatory and exploratory research. (Saunders et al. 2009, pp. 146). As in the research conducted for this thesis, techniques for collecting data in the case study strategy may be many and often used in combination. As advised by Saunders et al (2009), since this research will use case study strategy, it needs to use multiple sources of data – triangulation. The reason for employing the case study strategy is because it can be very useful when exploring and challenging existing theory. The company, ‘MaiJazz’ from Stavanger, was used in the case study in order to answer the research questions. Archival research strategy uses

administrative files and documents as the sources for collecting data. The data collected from these sources was originally collected not for a purpose of the research but for the administration of the organization. This means that all the research that uses data collected in administrative records is actually secondary data analysis (Saunders et al. 2009). An archival research strategy allows research questions that focus upon changes over time to be answered, be they exploratory, descriptive or explanatory (Saunders et al. 2009, pp. 150) The data I have had access to, as being a registered Facebook analyst in MaiJazz, are records of online traffic and followers' actions exported from Facebook analytics tool Facebook Insights.

3.1.4 Layer 4: Method choice

This research will use multiple methods of data collection techniques and data analysis to answer the research questions. Thus, the research study uses a combination of quantitative and qualitative techniques as well as use of primary and secondary data. The reason for choosing multiple methods lies in the need for different methods for different purposes in the study (Saunders et al. 2009).

Mixed-model research, which is being employed in this thesis for the purpose of triangulations and complementarity, combines both quantitative and qualitative data collection techniques and analysis procedures. In the mixed-model research, neither quantitative nor qualitative techniques nor analysis procedures are dominant. This allows the researcher to “qualitize” quantitative information. In other words; data could be

converted into narrative and thus analysed qualitatively (Saunders et al. 2009). Figure 3-2 shows the different method choices described by Saunders et al (2009).

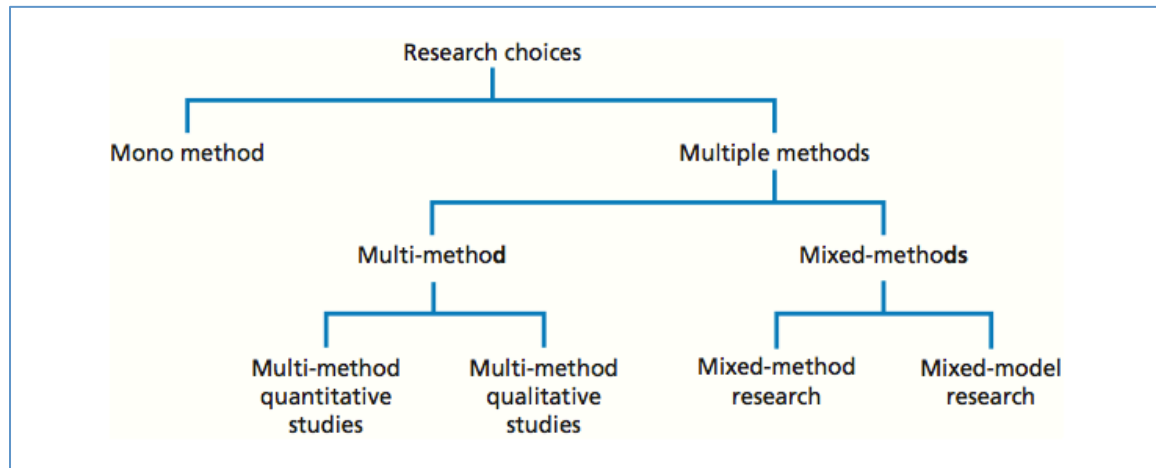


Figure 3-2: Method choices

3.1.5 Layer 5: Time horizon

The time horizon of the research is an important matter to be declared. There are two different kinds of studies considering the time during which a study was undertaken, namely cross-sectional and longitudinal studies. Cross-sectional studies are undertaken over a certain period of time (day, weeks and months). In case of the longitudinal studies, a researcher has to collect data more than one time over a prolonged period of time (Sekaran, 2003). This thesis has a cross-sectional time horizon since it was undertaken over specific and limited period of time (Saunders et al. 2009)

3.1.6 Layer 6: Data types

As mentioned above, both qualitative and quantitative techniques will be used to collect primary and secondary data. While quantitative data is the information that can be represented in numerical form and is easily measurable, qualitative data cannot be represented numerically (Neuman, 2011). This study will combine qualitative and quantitative data.

While primary data is the one that is being collected for this research only, secondary data represents the previous research that is used in this study and is based upon. (Saunders et al, 2009). According to Saunders et al. (2009) secondary data may not answer the study questions most accurately since it is not developed for that purpose, while primary data is.

In order to analyse data, this research will use the systematic combining approach. Under systematic combining it is considered that the researcher is going back and forth between theory and empirical observation in order to expand the understanding of both (Dubois and Gadde, 2002). This thesis will combine theory with data collected from the interview and the independent Internet source (Facebook analytical tool – Facebook Insights). According to Neuman (2011) the combination of both qualitative and quantitative data provides a richer and more complete study.

3.2 Primary data collection

To be able to answer the research questions, first I had to gain a deeper understanding on how the case company communicates with their customers via social media platforms, mainly Facebook, as well on how and to what degree the social media objectives are effected by the company's level of engagement in social media marketing. The data provided from the interview should give an answer to how the managing director of MaiJazz evaluates the effectiveness of social media as communication and marketing tool.

The primary data is collected from the interview with managerial director of MaiJazz and for the time being responsible for marketing activities. Despite having the access to case companies online records and documents information about manager's subjective judgments of the subject couldn't be obtained in any other way than through an interview. The data gathered from the interview will be use in combination with secondary data and thus deliver conclusions.

3.3 Secondary data collection

In order to collect the secondary data, as the essential component of any research (Malhotra & Birks, 2006), several external sources such as articles, publications, Internet material and festival materials (books, brochures, pamphlets etc.) were used. As secondary data this research also uses data exported from the analytical and statistical

tool - Facebook Insight. Despite being quantitative, this data was not originally collected for the purpose of this research and thus has to be presented as a secondary and not primary data (Saunders et al. 2009).

3.4 Data collection techniques and analysis procedures

This chapter describes the techniques used for collecting primary and secondary data in the qualitative and quantitative part, as well as discuss data quality issues. Furthermore, this chapter describes how the collected data have been analysed.

3.4.1 Qualitative Research

In order to describe all the aspects of the social media, qualitative research applies interpretative techniques that put in focus the meaning rather than frequency of certain phenomenon (Van Maanen, 1979, pp. 520).

As part of the qualitative research an in-depth semi-structured interview was carried out with the managerial director of MaiJazz who is responsible for social media and its employment as an important part of the company's marketing activities - and overall strategy. The main purpose of the interview was to gain better knowledge of the company's enrolment in social media, different strategies and to reveal the main goals and motivations. Furthermore, the data collected from the interview should lead to better

understanding of how the case company views are on social media, how it evaluates its importance and show the position of the company inside a social media strategy framework regarding the managers subjective valuation of social media efficiency.

3.4.1.1 Semi-structured interview

Semi-structured interviews are proven to be especially useful when the goal is to explore as much as possible regarding the interviewee's opinion of the subject (Bryman & Bell, 2007) Thus, data collected through this type of interview will provide insight to what the managerial director personally finds less and more important regarding the issue.

The questions in a semi-structured interview may vary according to a specific organizational context that is encountered in relation to the research topic. The order and number of questions asked can as well depend on the flow of the conversation. Thus, during the interview the interviewer might ask additional questions in order to explore a research question in the case of a particular organization (Saunders et al, 2009 pp. 326).

3.4.1.1.1 Interview process

The semi-structured interview has been digitally recorded using a digital voice recorder. The main reason for using this type of technology lies in the way the research questions have been shaped such as "what" and "how" questions. A thorough control over the interviewees' behaviour during the procedure in this case was not necessary as advised by Yin (1984) but the way some questions were answered was taken into account as part of the analysis. As directed by Kreuger (1988) the interview questions were carefully prepared so they don't put the interviewee in a position where he might feel constrained.

The interview was conducted in language that is not the first language of the interviewee. Considering this fact, all the questions were formulated to be easily understandable, and they are arranged in the order where the first couple of questions concern general information. According to Stewart and Shamdasani (1990) this should engage and inspire the interviewee and it will contribute to a smooth flow of the conversation. Furthermore, despite having a flexible approach, the interview is designed in a way that its structure keeps the interviewee interested in the conversation and doesn't let him move to topics that are not of the interest for the research.

Prior to the interview, all the online channels MaiJazz is using to communicate with their customer were carefully observed in order to gain knowledge about the nature of the company's online activities. The time available for the interview was set to be two hours, which was more than enough for the interviewee to understand the questions and to give detailed answers. Sending the questions in a written form did not seem like a good idea for the interviewee, bearing in mind his busy schedule. Also, the advantage of observing the interviewee and being able to ask follow-up questions was a big plus by conducting the interview person-to-person.

3.4.1.1.2 Structure

The interview consisted of 20 questions and a few sub-questions. Table 3-1 lists the 20 questions and explains why the question or sets of questions are in place.

Table 3-1 Interview questions and their justification

Q.no	Question	The question is designed in order to:
Q1	Can you state your name and your main responsibilities in MaiJazz?	Get basic information about interviewee's position in the company, the company's background and company's approach to social media marketing
Q2	What are your other responsibilities??	
Q3	Do you have a marketing department? Is there a person whom is dealing with social media marketing?	
Q4	Do you recall when did MaiJazz officially join a social media platform?	
Q 5	Did you have a plan on how the social media should be used from the start?	
Q6	Do you recall the reason why the company got engaged in social media? Did other festivals and their experience influence you to start using social media?	
Q7	How would you describe your social media objectives? What do you want to accomplish by engaging in social media?	Identify social media objectives in order to compare them to the key social media objectives advised by Hoffman & Fodor (2010)
Q8	Can you evaluate how the efforts you invest in social media benefit your company? Does it work?	Define the benefits that are recognized by the company and compare them to the ones recognized by the relevant literature
Q9	What are other marketing activities for increasing Brand awareness and Word of Mouth?	Reveal the managers level of marketing knowledge regarding the familiarity with terms of "brand awareness" and "word-of-mouth"
Q10	What Social Media channels do you use?	Reveal managers perception of social media effectiveness and discover reasons for engaging more with one social platform rather than an other
Q11	Which one of those is most effective and why?	

Q12	Is there a goal to spread a “jazz-word” by making people share your posts? Do you decide on what to publish on Facebook?	Determine in what degree company recognizes importance of word-of-mouth as well as importance of content management
Q13	Is it more important to you to get your followers engaged (to comment and respond) or to tell to their friends about MaiJazz?	
Q14	Are goals different for different social media platforms? Inform vs. entertain?	Determine the existence of social media strategy applied by the case company.
Q15	Was there any previous research regarding your audience, so you could improve your social media strategy?	
Q16	Do you think that your industry (jazz music festival) is being in any way affected by use of social media?	Reveal the managers perception of social media effectiveness outside the company
Q17	Did you notice changes in user engagement?	Determine managers level of engagement regarding to his ability to track the online audience and their online behaviours as well as social media activities of the other festivals in Norway
Q18	Which months are the most important to be active in social media?	
Q19	Do you follow other festivals on Facebook? Does their approach to social media influence your social media strategy?	
Q20	Would you think about doing research on your online audience? Do you find it necessary?	Show the managers view of the fan database research and its necessity.

As showed in Table 3-1 the first six question were designed to collect basic information such as the work position of an interviewee, the company’s background and input with regards to the company’s approach to social media marketing. Question 7 should give the answer to what the most important objectives for the case company from engaging in

social media are. Question 8 is intended to answer what the interviewee sees as the most important benefit of using social media as a marketing tool. The question is structured to see if interviewee will mention factors like i.e. Word of mouth as the benefit. Furthermore, in question number 9, the interviewee was asked if the company has other strategies for increasing word of mouth. Questions 10 and 11 were asked to define which social media platforms MaiJazz are exploiting for marketing purposes as well as to see which one is to them most valuable. The next two questions (12 and 13) were designed to see how the interviewee understands the importance of eWOM and the company's enrolment in influencing it. Question 14 is asked to determine if there is a strategy behind the presence in social media, and if that strategy differs for different platforms. In addition to this question, the interviewee was asked if messages delivered to the potential customer were primarily intended to inform or to entertain. The next question was designed to see if the company have conducted research in the past regarding the influence of social media on their business. In question 16 the interviewee is asked if he sees the positive influence of social media in the music festival industry. Again, the interviewee was expected to mention buzz that other festivals tend to create prior to the event (eWOM). Questions 17 asks if interviewee has noticed a change in user engagement on social media while 18 asks is there a difference in activity level throughout the year by MaiJazz. Question 19 was asked to see if MaiJazz is following other festivals via social media and thus gets their marketing strategy affected. In the last question the interviewee should answer if he sees the necessity in researching the fan database and the effects social media has on creating an increase in BA, BE and WOM in the local community.

3.4.1.2 Qualitative data quality issues

According to Saunders et al (2009) the issues with the quality of data collected by using a semi-structured interview can be related to:

- Reliability and bias
- Validity and generalizability

In short, reliability is concerned with whether the measurement procedure is accurate and precise enough, while validity is related to problem of how accurately the research process measures what it is essentially intended to measure.

3.4.1.2.1 Reliability

The lack of standardization in semi-structured interviews may cause a concern regarding its *reliability*. The reliability of qualitative research is mainly concerned with whether other researchers would disclose similar information (Silverman, 2007, cited by Saunders et al (2009, pp. 326)).

The other concern regarding reliability is related to the issue of bias (Saunders et al. 2009). The reliability is concerned with bias of the interviewer, interviewee or response bias. Interviewer bias concerns whether tone, verbal and non-verbal behaviour of the interviewer affects the interviewee's answers on the questions being asked. On the other side, the way the interviewer interprets the interviewee's responses can also be biased (Easterby-Smith et al. 2008 cited by Saunders et al. 2009, pp.326). The challenge of interviewer bias can be linked to the interviewer's perception of the interviewees' non-

verbal behaviour during the conversation (Yin, 1984). The second problem lies in the perception of the interviewee with regards to his bias. Questions regarding certain aspects that can be subject of a company's/organisation's no-disclosure policy (such as certain marketing strategies) can result in situations where the interviewee finds the questions inappropriate and intrusive, ending with unreliable research data.

3.4.1.2.2 Validity

There are two most important forms of validity: internal and external. Internal validity shows the ability of the research instrument to measure what it is supposed to measure. External validity shows how well the research data could be generalized or used in other settings and times (Cooper and Schindler, 2006). Validity problems may be of a concern if a case study research is being conducted in a single, or a small number of organizations (Saunders et al. 2009).

3.4.1.3 Overcoming qualitative data quality issues

As advised by Marshall and Rossman (1999 cited by Saunders et al. 2009) one of the responses to the reliability problem is that findings acquired from the interview, in this case with managerial director of MaiJazz, are not necessarily intended to be repeatable considering that they reflect reality, situation and personal judgments at the time the interview was conducted and the fact that these are all subject of change. Accordingly, the purpose of this research will not be to produce a theory that is generalizable to all populations.

Taking part in an interview is an intrusive process (Saunders et al. 2009, pp. 327). Having this in mind, the time and place for conducting the interview was chosen by the interviewee himself. The main office of MaiJazz was the location in which the interview was conducted. The interviewee felt comfortable and outside-noise could not reduce quality of audio recording of the interview.

The interview was intended to be conducted as a casual conversation and not as an interrogation. The questions for the interview were designed in a fashion that they should eliminate bias. They were designed using information derived from the literature, theories that are considered as relevant, common sense and discussions with my mentor and fellow students. Recording the interview, and thus eliminating loss of information or misunderstandings, reduces the problem of researchers' bias. Considering that the topic of the study was disclosed to the interviewee during a meeting prior to starting the study, and the fact that the interviewee was informed of the interview topics in advance by e-mail, it can be argued that credibility in the interview process is achieved.

Considering that the research is using a case study method, the person chosen as the interview subject was a logical choice, due to the fact that he is responsible for both organization and marketing activities of the festival. An organization with a managerial director who is also responsible for marketing activities is not an unusual case in many other small companies with only few employees. As opposed to my own personal opinion by which interviewing a single respondent for the purpose of gathering qualitative data could be beneficial, Bryman and Bell (2007) state that it might be foolish to trust a single

person to provide information regarding firm's strategy, especially in the case when that person is managerial director; they tend to present the company in the best possible light. This will be considered as a limitation later in this chapter.

3.4.1.4 Qualitative data analysis procedure

The main objective of the interview is to determine the manager's subjective valuation of social media effectiveness. This information could be provided from just one question but I decided to extract that information from the interview as whole and additional sub-questions that were not on the question list.

3.4.2 Quantitative Research

The data collected by the quantitative research tends to provide more useful data which are not affected by bias (Bryman, 2008). Then again, it fails to catch the respondent's real point of view limiting the possibility to describe opinions and feelings (Denzin & Lincoln, 2005). Quantitative data gathered for this research contains data exported from the online analytical tool Facebook Insights.

The decision to use quantitative data extracted from Facebook Insights was made due to a belief that online consumer behaviour and precise data on traffic couldn't be collected from conducting a survey. If a survey was used to collect data the sample size would be much smaller and, considering respondents would not remember how many times they liked, shared or commented on Facebook page of MaiJazz, results wouldn't be precise

and reliable. The other reason for deciding on this source of quantitative data is my personal interest in new technologies used in web marketing for collecting research data. The Facebook analytical tool “Facebook insight” registers all traffic and actions done by MaiJazz’ followers and presents the data systematically. The massive amount of data is available only to a user with “analysis account” and it’s just “a click away”, given permission by the Facebook page’s owner.

3.4.2.1 Facebook insights

Facebook Insight is used to provide quantitative data. Examining the platform and the actions of MaiJazz’ followers can help the company to shape its communication strategy and measure the effects of their engagement in social media marketing.

Facebook Insights provides the case company with raw data. The information collected from this source says nothing about the cause for certain user behaviour and does not give directions on how to improve the current social media strategy. Without the manager’s involvement and qualitative data (in this case provided from an interview) the quantitative data gathered from the Facebook Insights give little meaning. Thus, a detailed analysis of the endless data provided by the Facebook Insights analytical application is what will push a marketer into making the right decisions regarding improving the social media strategy.

For purpose of writing this thesis, Facebook Insight data regarding the number of likes, shares, posts, and total reach have been exported and analysed.

3.4.2.2 Validity and Reliability

The instrument used to collect the quantitative data (Facebook Insights analytical application) eliminates the researcher bias that was discussed earlier in this thesis. Measurement bias can also not be included as an issue, because the deliberate distortion of the Facebook data done by the company is almost impossible, as suggested by Kervin (1999 cited by Saunders et al. 2009). Both me, as the researcher, and the case company are not interested in making predetermined conclusions of the research as they are fully dependable on the collected primary and secondary data.

As advised by Dochartaigh (2002 cited by Saunders et al. 2009) the other way to assess validity and reliability of data is by evaluating the reputation and authority of its source. Data presented by the analytical application developed by one the most powerful companies in the worlds, namely Facebook, will likely be reliable and trustworthy.

3.4.2.3 Quantitative data analysis procedure

The quantitative data collected from Facebook Insights will be used to determine if the manager's ability to measure social media effectiveness is "quantifiable" or "fuzzy". The ability to measure social media effectiveness is quantifiable if metrics developed for measuring the key social media objectives correlates, and thus prove the theory developed by Hoffman & Fodor (2010) by which brand awareness, brand engagement and word-of-mouth are influenced by each other. The correlations between social media metrics (daily total reach, daily page engaged users and daily shares) have been

calculated using the statistical tool, SPSS.

3.4.2.4 Multiple-method and mixed-model research

Several methods have been used and are described in this chapter, and a graphic model of the multiple-method research process is found in Figure 3-3 below.

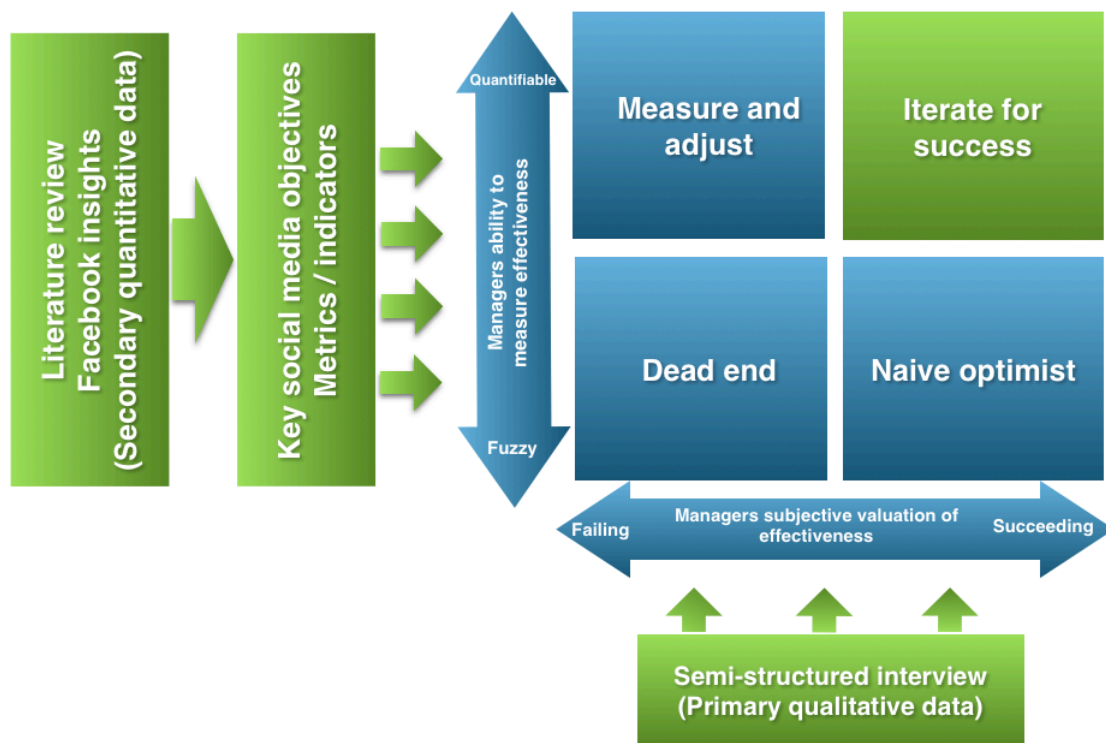


Figure 3-3: Research process and data collecting model

4 Findings

4.1 About MaiJazz

MaiJazz is the oldest music festival in Stavanger, and has been arranged yearly since the start in 1989. The festival has become one of the biggest jazz festivals in Norway, and attracts the best Norwegian jazz artists, international head-liners as well as being an arena where new and upcoming artists are presented to the jazz audience.

In its first year, MaiJazz arranged 4 concerts with a total audience of 400. In recent years the festival arranges approximately 40 concerts on 20 different stages in the Stavanger area, accommodating from 80 to 1800 people. The record audience was achieved when celebrating the 25th anniversary reaching a total attendance of 14000. (www.maijazz.no)

4.2 Interview findings

This part of the findings will present the interview that was conducted with managerial director of MaiJazz music festival, Helleik Kvinnesland who was, at the time of the interview, the sole responsible for marketing and communication strategy, as well as for the organization of social media activities.

4.2.1 Hopping on the social media train

Kvinnesland stated that the MaiJazz Facebook page was launched in April 2006 with the purpose to connect and get in touch with jazz fans in Norway and internationally. As he remembers, there was no specific plan or strategy of utilizing social media by which the company intended to accomplish specific strategic goals. The organization just realized that ways of communication had changed and that the company needed to adapt to that change. As Kvinnesland states in the interview; the possible reason for the company to join social media was the willingness to reach the younger audience, which didn't get informed through traditional channels, such as magazines, newspapers, TV and radio, anymore. As MaiJazz got more engaged in social media, the benefits of utilizing it became more visible, especially with the introduction of Boost options on Facebook, by which the content uploaded by MaiJazz reaches a much bigger number of Facebook users.

MaiJazz didn't feel the pressure from the industry to launch their social media account since they were one of the first who started using Facebook shortly after it got available to the worlds audience. After Facebook, MaiJazz created several social media accounts such as Twitter, YouTube and Instagram, but still the managerial director recognizes Facebook as the most efficient one

4.2.2 MaiJazz' social media engagement and the managers subjective valuation of effectiveness

For the time being, MaiJazz has accounts on Facebook, Twitter, Instagram and YouTube. Facebook is regarded as the most powerful platform by the managerial director, which he believes is the most simple-to-use and most reliable platform of all. As the reason for mainly focusing on Facebook as a communication channel, Kvinnesland focuses on his personal preference and habits. Furthermore, he states that the company wishes to improve in the future, and to cover all the common social media platforms equally. Kvinnesland states that he see increase in sales is the main goal of interaction with jazz fans via social media. He mostly recognizes the wish to inform and entertain instead of a wish to actively advertise and bother people with too much information, which they are getting increasingly exposed to. As people are getting overloaded with information on their Facebook walls, MaiJazz tends to post content that is going to be interesting and worth the followers attention. The content has to be fun and original, and according to Kvinnesland, the nature of the content should influence the number of shares, as the main goal of social interaction.

Interaction via social media takes a lot of time the managerial director's time, but on the other side it consumes a small part of the total marketing budget this year, which is projected for 1.000.000 NOK. The biggest part of that budget, according to Kvinnesland, goes to posters, banners, leaflets, magazines, festival programs, advertisements in newspapers and flags on the city square. At the end Kvinnesland states that it is not

always easy to get users to 'like' and 'share' messages generated by MaiJazz as the platform mainly consist of information regarding the music and not the personal life of artists, which might attract more attention among users.

MaiJazz does not measure the effectiveness of Facebook specifically, but the manager states that he sometimes reviews the general statistics on Facebook Insights. When asked what is the most valuable and proven benefit of engaging in social media, Kvinnesland states that the benefits cannot be really discussed without a proper analysis. The company has never done detailed measurements of the usefulness of the social media channels. On the other hand, Kvinnesland states that he recognizes the need and importance of measuring the impact of social media as the information regarding characteristic of their audience could help to build a better and more successful festival. The last research the company conducted regarding the structure of the audience and possible ways of promotion was in 2001. Since then, a lot has changed and accepting this fact Kvinnesland recognizes the need to explore the attitudes of its audience and to measure the effect of social media as a communication tool. There was no conducted research on demographics and MaiJazz target audience in the last 13 years. In regard to this, Kvinnesland states that one of the future goals of using social media in to attract a younger audience.

The reasons why Facebook is perceived as the most valuable platform for MaiJazz are the same as those perceived by DMOs, as stated by Hudson & Hudson (2013) are ease of use, the power to engage and its large audience of users. Furthermore, the social media

objectives for DMOs social media efforts can be described as “increase of destination awareness” and “building the relationship with consumers” (Hudson & Hudson, 2013) and these are the similar objectives managerial director of MaiJazz stated as the most important for his company.

The information gathered by conducting this interview shows that the manager’s subjective judgment is that social media is an effective marketing tool and that he recognizes the need of testing the ability of Facebook Insights to measure effectiveness. That is what the quantitative part of this study is all about.

4.3 Facebook Insights overview and analysis of the MaiJazz fan database

This section presents the characteristics of Facebook’s own analytical and statistical application, as well as analyse the data presented on the main “Facebook Insights” page in an attempt to give an answer on how MaiJazz can use Facebook to measure the impact on the key social media objectives. The findings serve as a base to further analysis of the quantitative data exported from this source. Other academic research regarding use of Facebook Insights analytical application for purpose of measuring the effectiveness of social media of a music festival appears non-existent for the time being.

4.3.1 Facebook insights overview

Facebook Insights is Facebook's own version of web site analytical application which allows users to keep track of important information regarding their Facebook page such as number of page visits, number of unique views of a content, various audience statistics, wall posts, video and audio plays, number of photo views, and so on. This analytics tool is free to use and it has a strong potential to be used as the key marketing tool for small businesses such as festival organizers.

The main benefit of Facebook Insights is its ability to allow application producers, user administrators and analysts to better understand the user trends for their Facebook business accounts, which can result in improving and adjusting posted content and ultimately enriched company-customer relationship. The data can be gathered on a daily basis, allowing one to review daily or monthly statistics.

Apart from the possibility to export a massive amount of data to Excel, Facebook Insights offer easily understandable data presented in interactive graphs and charts. FB Insights presents data in five different tabs named: 'Overview', 'Likes', 'Reach', 'Visits', 'Posts' and 'People'.

4.3.1.1 The 'Overview' tab

The overview tab offers the company insights into some of the most important data such as new page likes, post reach, and user engagement for the last week (Figure4-1).

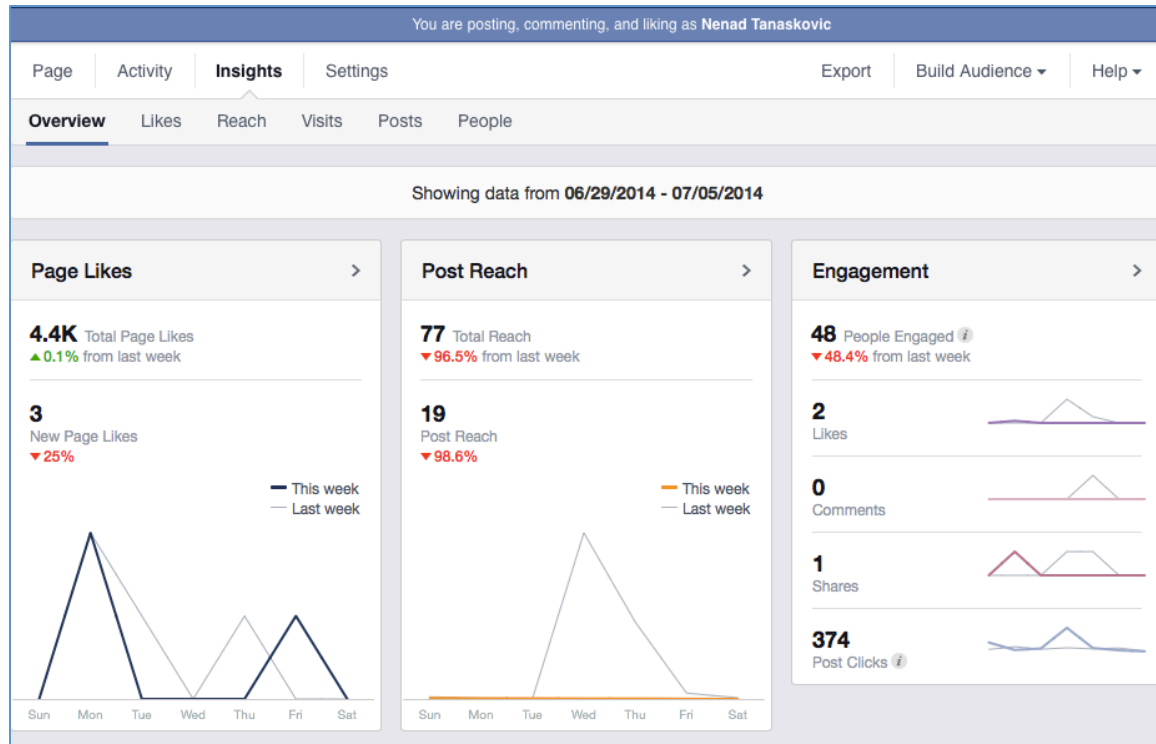


Figure 4-1: Facebook Insights 'Overview' tab presenting the most important data.

Underneath, in Figure 4-2 data about the most recent page posts is presented as well as the type of content (link, status, photo and video.), user targeting (public or specific demographics), reach values, and engagement (likes, comments, and shares). In addition the “overview” tab allows the manager to compare the performance of his Facebook page with Facebook pages of other festivals organizers by adding other users to the “pages to watch” list (Figure 4-3)

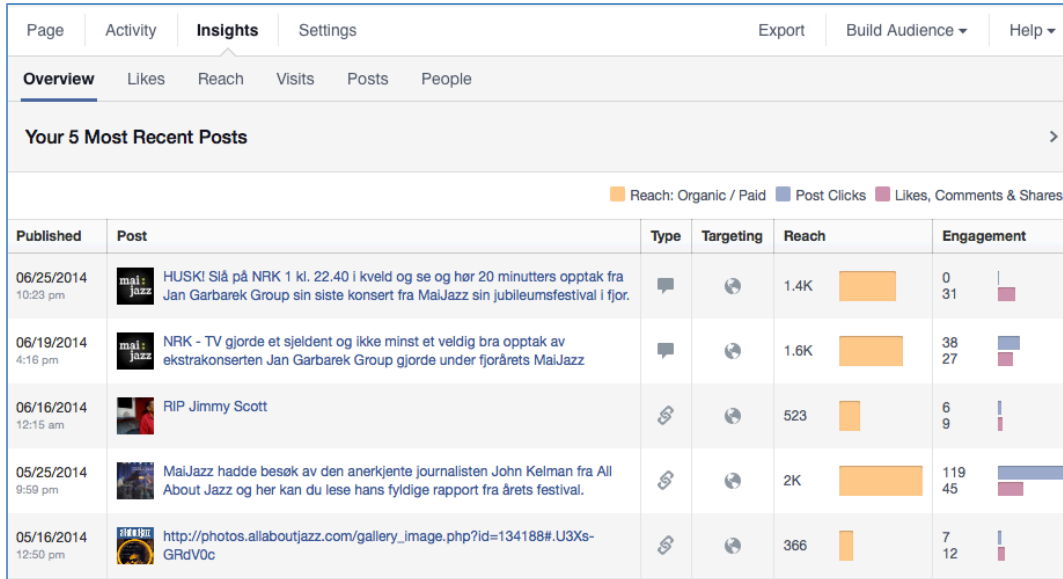


Figure 4-2: Facebook Insights 'Overview' tab showing MaiJazz's 5 most recent posts

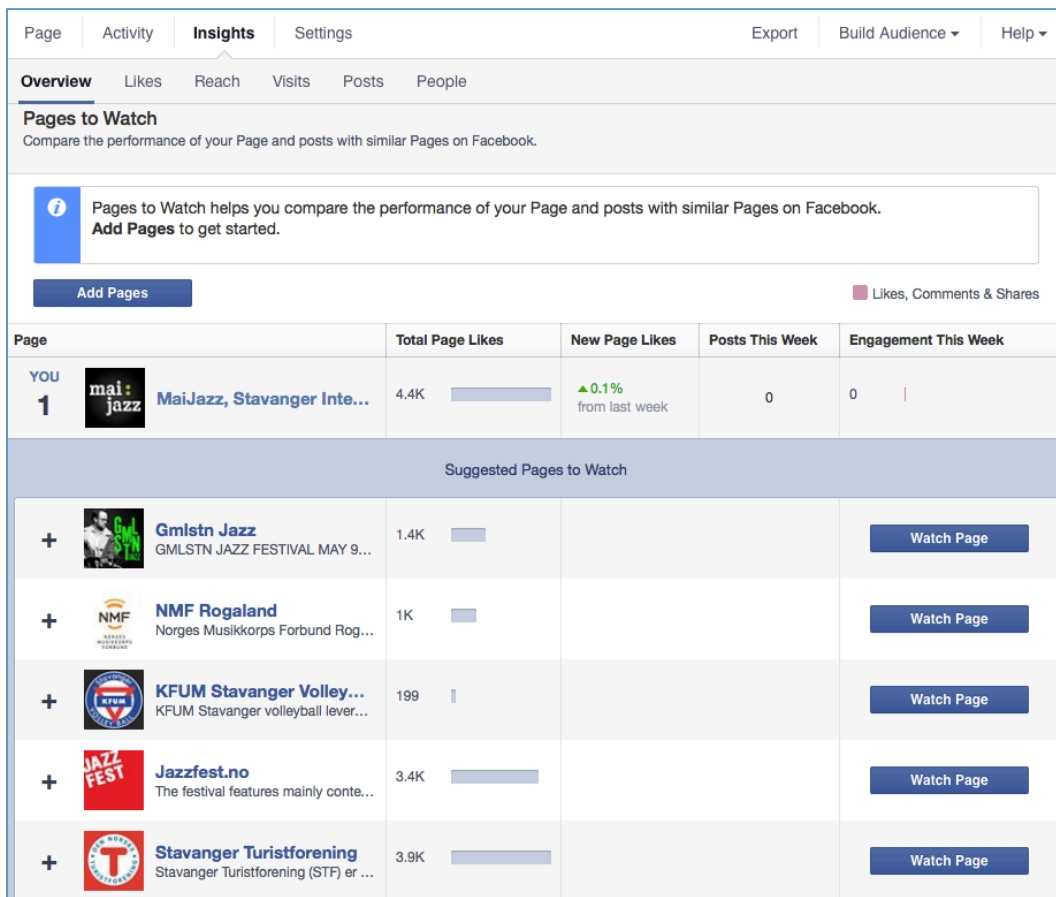


Figure 4-3: Facebook Insights 'Overview' tab and suggested pages to watch

4.3.1.2 The 'Like' tab

According to Facebook Insight the number of MaiJazz fans who liked the page has been gradually increasing over the years. The number of MaiJazz Facebook page likes more than a doubled the last two years; from 1774 to 4394 likes, the highest number, and number of likes the company has today. This might be reflected by the increased engagement and energy the company used in the development of their social media marketing strategy. Figure 4-4 shows the comparison of the average performance over time of two years. Positive and negative aspects of this increase will be discussed later in this thesis, in order to develop relevant suggestions on how to adapt social media strategy on Facebook as a platform.



Figure 4-4: Facebook Insights 'Like' tab presenting increase in number of fans over last two years

4.3.1.3 The 'Reach' tab

The reach report is talking about people seeing the company's posts. As the number of people, with the possibility to see the content of MaiJazz Facebook page, increases, the chance that the number of new users becoming aware of the brand also increases. There are two types of reach the report is presenting – organic and paid. Paid reach represents

the number of people who can see the content that has been promoted with the boost option. As shown in Figure 4-5, MaiJazz started promoting their posts on Facebook for the first time this year in April. This option gave the company an increased number of users that could see the posted content. This approach is used to reach new segments of the audience and to increase the awareness before the festival. Furthermore, this report also supports the claim given by the interviewee by which one of the main goals of the engagement on social media is to reach the younger segment.

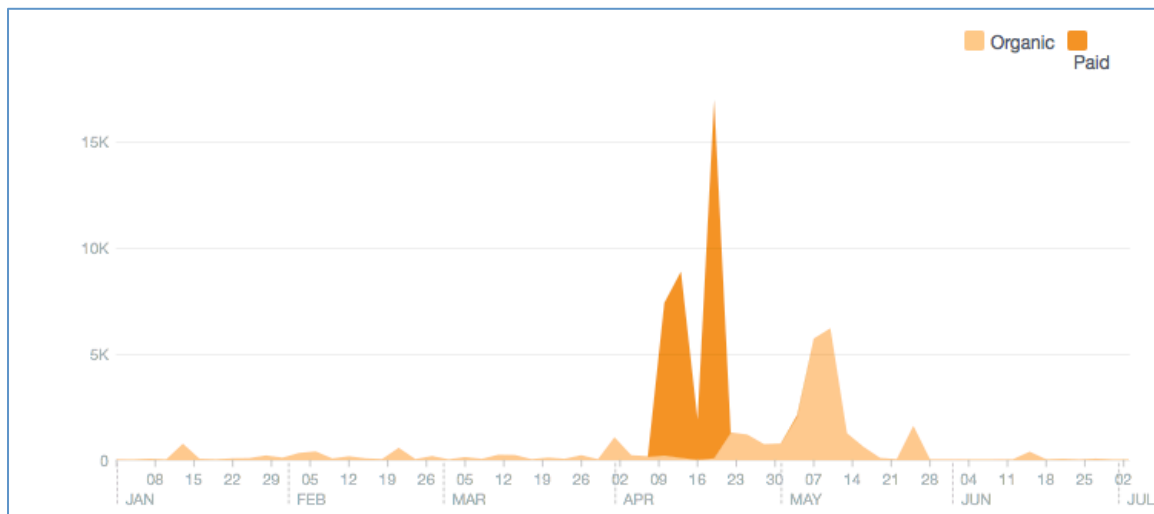


Figure 4-5: Facebook Insights 'Reach' tab. Paid and organic reach.

The 'Reach' tab also shows a breakdown of positive actions such as likes, comments, and shares on MaiJazz Facebook posts (Figure 4-6).

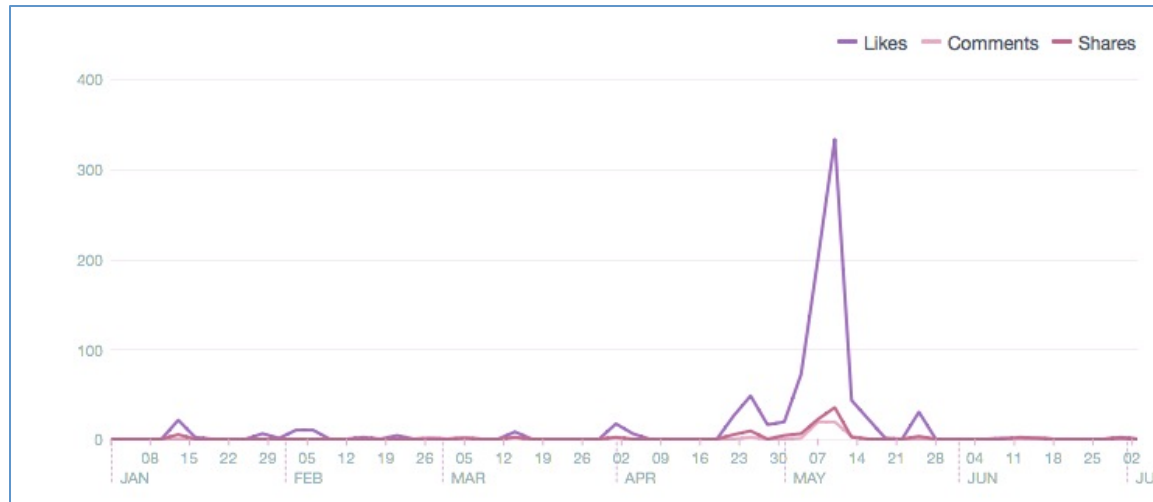


Figure 4-6: Facebook Insights 'Reach' tab. likes, comments and shares.

As expected, the highest number of likes on the posts published by MaiJazz is found during the duration of the festival in May.

4.3.1.4 The 'Visits' tab

The Managerial director of MaiJazz stated that one of the main goals for future research is to find out where the MaiJazz Facebook fans come from. Facebook Insights shows external referrals describing the number of times people came to MaiJazz page from a website off of Facebook. External referrals are presented in Figure 4-7 and they are divided into five categories:

- People who came from stavangerjazzforum.no
- People who were directed from tradjazzweekend.no
- People who came directly from company's web page (MaiJazz.no)
- People who came directly from Google (searching for MaiJazz) and

- People who came from other web sites where company has paying for ads

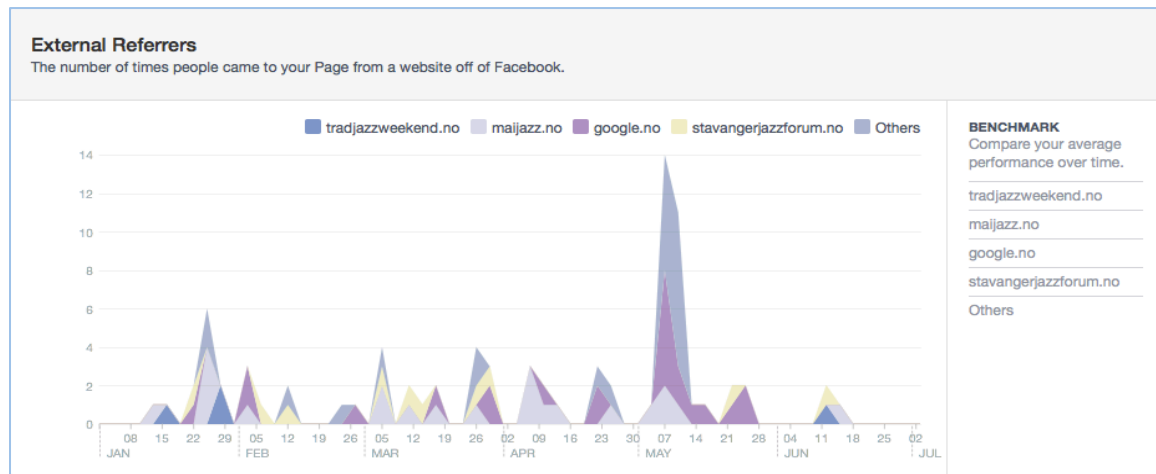


Figure 4-7: Facebook Insights 'Visits' tab and external referrals

According to the visits report the most of the people who visited the MaiJazz Facebook page during the last festival in May 2014, came from a group of websites that are unknown and belong to the category "others". This means that the number of unique visits per web site from the "others" category is not bigger than 1 and that Facebook Insights is combining them into the same category. Again, this is an example of how other forms of Internet marketing can support social media activities in the effort to attract new audience and increase awareness.

4.3.1.5 The 'People' tab

The company can use this tab to analyse age and gender distribution of the followers. As shown in the "People" tab (Figure 4-8) 56% of MaiJazz Facebook fans are female, 42% male and 2% didn't include that information while creating their personal Facebook

account. The second data set describes the age distribution. This data will support the information gathered from the interview with managerial director Helleik Kvinnesland. Thus, at the time being, MaiJazz does not attract younger audience. Only 3% of men and 3% of women who are MaiJazz fans on Facebook are in age between 18 and 24. This trend is very much the opposite of age distribution of Facebook as a whole, by which men and women who are between 18 and 24 years of age make respectively 14.4% and 17.9% of all Facebook users. (Figure 4-8)

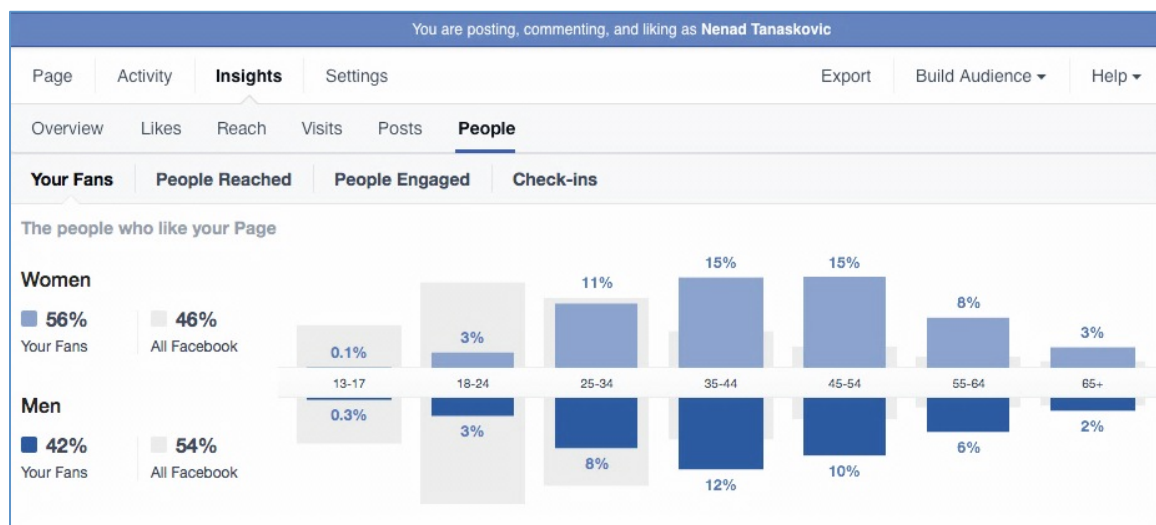


Figure 4-8: Facebook Insights 'People' tab presenting age and gender distribution

As stated by the interviewee, the company believes that the audience consists of mainly older population. The data provided by the "People" tab on MaiJazz Facebook Insight page proves him right. 15% of Facebook fans are men of ages between 45 and 54, while women in the same age group makes up 10% of the sample. Again, this is in not coinciding with the age distribution of all Facebook users, by which both men and women in age between 45 and 54, make up only 3,6% of total users, respectively.

The other part of the people tab shows location and language of users. From 4380 of fans that liked the MaiJazz Facebook page, 3791 are located in Norway, from which 2532 have registered Norwegian on their Facebook profile as the first language.

Figure 4-9 shows the age and gender distribution of people reached in the last 28 days. These are people who saw posts generated by MaiJazz on their news feed in the last 28 days. The percentage of reached users in three age segments (age group from 18 to 24, 25 to 34 and 35 to 44) is higher than the percentage of MaiJazz fans from the same age groups. This proves that MaiJazz is posting and promoting content in order to reach younger working audience. From all the targeted audience being reached on Facebook, the highest percentage is in the group between 35 and 44 years old – 16,4 % women and 13,1 % of men, which is higher than the percentage of fans in the same age group – 15,3 and 12,1%.

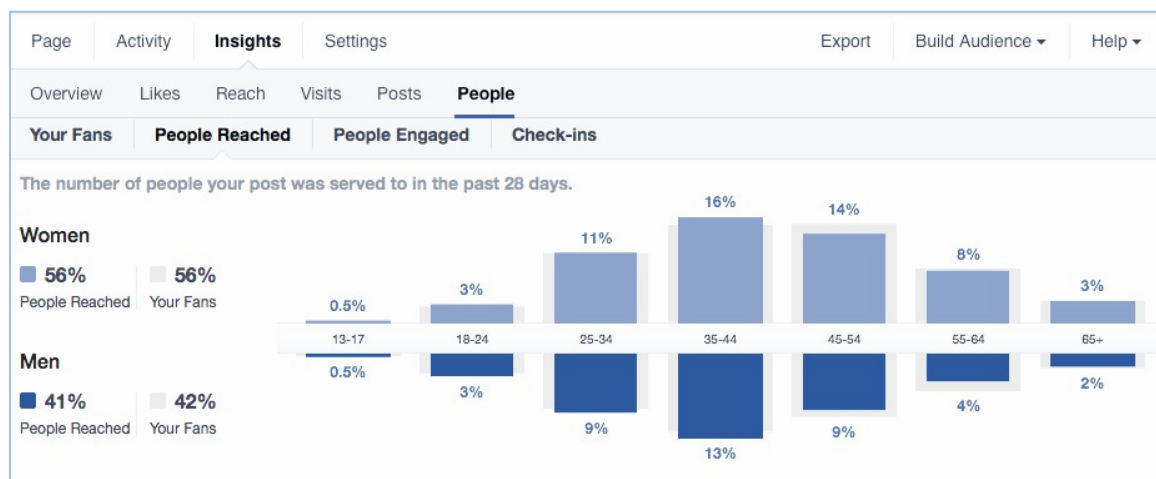


Figure 4-9: Facebook Insights. People reached.

According to Facebook Insights data, 104325 people in Norway were reached in the same period of time from which 80274 are from Rogaland County. This shows that the organization succeed in its intention to attract rather local community in order to build audience. Despite the company's desire to reach young professionals between 25 and 34 years of age, the analysis of people engaged shows that the percentage of engaged users in the desired age group (9,4% for women and 6% for men) is lower than the percentage of the MaiJazz Facebook page belonging to the same age group (10,9 for women and 8,4% for men). According to Facebook Insights definition, the number of engaged users is the number of people who have liked, shared or commented on posts generated by the company. 1392 users who engaged on Facebook in May 2014 are located in Norway, from which 1113 are from Rogaland County, confirming that the festival mainly reaches a local audience.

5 Analysis and conclusions

Before presenting the conclusions of this thesis, the analysis of the gathered data is presented in two parts. The first part will present the analysis of the interview conducted with the managerial director of MaiJazz, while the second part will analyse the quantitative data collected from the Facebook Insights analytical tool. In addition, this chapter will discuss limitations of the conducted research and recommend further research in the field of social media marketing and digital marketing.

5.1 The manager's perception of social media effectiveness. Subjective evaluation

In this part of the analysis, the manager's perception is used to evaluate the social media effectiveness and, since the evaluation is based only on the perception of the interviewee, in this case the managerial director of MaiJazz, it can be characterized as a subjective evaluation. In order to collect the material which is needed to form the final conclusions regarding the managers perception of the social media effectiveness, the interviewee was, as mentioned in the methodology part, asked to describe the social media strategies and tactics used by the case company by answering 20 questions. There was no direct question that will put the manager "in the spot" where he would have to answer, for example, "what is the level of social media effectiveness on the scale from one to ten?"

Evaluating the efficiency of a social media platform based only on a subjective

evaluation carries a risk of labelling social media as a “success” or “failure” without a well-established set of criteria. In other words, the managerial director could have seen social media as an efficient marketing tool, even though in reality social media had no real benefit for MaiJazz at all. However, it is important to point out that even though this is purely subjective, it is hard to disregard the validity of the manager’s perception. My personal and professional opinion, as somebody with a bachelor degree in marketing, is that the manager of MaiJazz seems knowledgeable and leaves the impression that he has a sense of what the successful social media practices are and whether they are efficient or not.

The first part of the analysis will use components for social media strategy developed by Li & Bernoff to evaluate the manager’s perception of social media effectiveness. These components, as elaborated in chapter 2.3.3 are: people, objectives, strategy and technology (Li & Bernoff, 2011). As stated in the interview, the benefit for MaiJazz having Facebook as a social media platform is the increasing number of followers and increased Brand Awareness. The engagement level in social media marketing correlates with the increase in number of MaiJazz followers on Facebook. Thus, by the time of research (May 2014), MaiJazz has 4391 followers: almost double as many compared to the number of followers the same month one year earlier.

The Managerial director of MaiJazz states that their presence on Facebook is making more people aware of what they do, and staying in touch with their followers is their main social media objective. Furthermore, he most definitely recognizes the benefit of

engaging in social media, since the communication process is simplified and faster. The company finds the number of shares and the number of comments equally important, which also testifies in favor of the theory by which the key social media objectives (Brand awareness, Brand engagement and Word-of-mouth) are interconnected and influence each other. According to the interviewee, MaiJazz have not developed a detailed Social Media strategy. In this regard, the interviewee is certain that a more systematic approach to social media use will lead to a higher level of efficiency. The managerial director of MaiJazz states that the company has have the ability to measure social media efficiency through Facebook Insights, but that they don't have resources or time to deal with this matter.

5.2 The manager's ability to measure effectiveness

The manager's ability to measure effectiveness is evaluated by testing the usefulness of Facebook Insights, and its ability to measure the influence of social media on key social media objectives, namely, brand awareness, brand engagement and word-of-mouth.

For this purpose, the metrics for measuring these objectives, or their indicators, (daily total reach, daily page engaged users and daily shares), are used to calculate the Pearson Correlation coefficient in order to estimate the dependency between the objectives they measure, and to attempt to prove the theory that the key social media objectives are interconnected (Hoffman & Fodor, 2010). The Pearson correlation coefficient describes

the relationship between two variables. Its value ranges from the perfect negative correlation, -1 to a perfect positive correlation, +1. If there is absolutely no relationship between variables, the correlation value is 0 (Groebner, Shannon & Fry, 2001). Table 5-1 shows the correlation coefficient values between indicators of the key social media objectives, calculated by inputting raw data from Facebook Insights into the statistical software SPSS.

Table 5-1 Correlations between indicators of the key social media objectives (n =61)

	Daily Total Reach	Daily Page Engaged Users	Daily Shares
Daily Total Reach			
Daily Page Engaged Users	.743**		
Daily Shares	.684**	.974**	

** Correlation is significant at the .01 level (2-tailed)

The calculated correlation coefficients presented in the table above indicate that all the variables have a positive relationship. In other words, these results serve to prove the theory by which social media objectives are interconnected and influence each other.

Thus, there is a significant correlation (0.974) between daily page engaged users and daily shares. This means that users who get inspired by the content and comment on it, are likely going to spread the word and post the content on their own page, generating “buzz” or word-of-mouth. As expected, the number of users who are reached by the message published by the company correlates well with the number of users that are engaged online (correlation of 0.743) and the number of users who are willing to share the message with other users (correlation of 0.684). This might be explained with a high

number of devoted MaiJazz followers and their desire to be engaged on the MaiJazz Facebook page and to “spread a jazz word” to their online friends. Here can be drawn a conclusion that the metrics or indicators representing the key social media objectives - brand awareness, brand engagement and word-of-mouth, are highly correlated. These results prove the theory that key social media objectives are interdependent, and further serve to categorize the manager’s ability to measure social media effectiveness as quantifiable.

5.3 Dead-end or Success?

The purpose of this thesis is to show that, even though the concept of social media or web 2.0 is not fully explored by the academia, the benefit of its use in marketing is recognizable as well as measurable by businesses. The other purpose is to explore how a small jazz festival in Stavanger practices social media marketing and to evaluate if the management recognizes the benefit of engaging in social media.

A view to the use of social media as a marketing and communication tool in a festival context has been presented, and supports theory previously developed in the sphere of digital marketing, and it serves as one more evidence of the high importance of the constantly changing Internet technology and the role it plays in marketing and company-consumer communication.

According to Hoffman & Fodor (2010), the managers who cannot measure the impact of their social media campaigns and who perceive social media as “time wasting” and not worth their attention are “driving” the companies social media marketing strategy towards a dead end. This is not the case with MaiJazz. According to the subjective evaluation of the manager’s perception of social media effectiveness, the conclusion can be drawn that the efforts MaiJazz is putting into social media communication are showing results. In combination with the ability to measure social media efficiency the conclusion is that the company is on its way to develop a successful social media strategy. The research results indicate high levels of the case company’s engagement in social media. As directed by Hudson & Hudson (2013) social media can have a very important role in marketing of events and festivals, and there is no doubt that the managerial director of MaiJazz aware of this fact.

5.4 Limitations and self-criticism

The main limitation of the conducted research is found in its setting. As the study examines the evaluation of social media strategy effectiveness, its main focus is on just one social media platform, Facebook, and it does not include other platforms used by the company.

The manager’s ability to measure social media effectiveness is based on the evaluation of the ability of Facebook Insights to measure the impact of social media on its key social media objectives. The fact that the manger might choose not to use this tool for making adjustments to the social media strategy has not been considered.

Another important consideration is that the measures resulting from the subjective evaluation approach might not be fully appropriate. Thus, it might be difficult to label a manager's perception of social media strategy effectiveness as a success or a failure without certain criterion. Also, the information provided from the semi-structured interview might be affected by the manager's desire to present his company and level of engagement in the best possible manner, thus disturbing the reliability of the data.

A further disadvantage of this research can be language limitations. With English being the first language for neither the interviewee nor the researcher delicate nuances regarding the effectiveness of social media might get "lost in translation". This is why the quantitative data was reviewed to give additional support to the findings from the interview.

Just one music festival was examined in the study and only one person, the managerial director of MaiJazz was interviewed. Thus, it could be concluded that it will be difficult to generalize the results on a bigger population.

5.5 Further research recommendation

This study examines the MaiJazz festival's perspective on how it uses social media to promote the festival and achieve social media objectives. The data provided from Facebook insights shows the user's online behaviour but fails to present real attitudes of

the MaiJazz followers toward certain social media actions. Therefore, it would be interesting to discover how MaiJazz followers evaluate the company's social marketing campaigns and how that is affecting the company and its social media strategy.

A suggestion for future research might be to include a broader sample. The managers' perception of social media effectiveness can be better evaluated having a sample including managers of all jazz music festivals in Norway. One of the objectives for MaiJazz is to reach a younger audience. Therefore, it could be of interest to do research on how the different forms of social media content posted by music festival influence positive attitudes of younger audience.

5.6 Managerial implications and recommendations to MaiJazz

The implication of this research should be mostly relevant to managers of micro companies and smaller organizations. On the other side, the research should also inspire other researchers to adapt the reviewed theories into a different setting or with a different social media platform.

Based on this study some possible ways for music festivals and organizations in general to improve its social media marketing strategy has been found. The proposed

improvements are based on the interview with the managerial director of MaiJazz as well as relevant theory on the field of social media marketing.

Festivals should not rely only on their manager's subjective perception of social media effectiveness and a gut feeling on how to plan social media campaigns. In order to conduct customer research, the festivals should use web analytical tools such as Facebook Insights or Google Analytics. This, more scientific approach, will help the organization gain knowledge about their audience and establish a better relationship with them (Plaza, 2010). MaiJazz uses Facebook Insights only to a limited extent and not for analysing its audience. It will be recommended to the case company to start using web analytics to a greater extent to further develop and improve their social media strategy.

After including social media as part of their overall marketing strategy, music festivals should make a set of clearly defined objectives and goals. As stated by the managerial director of MaiJazz, one of the goals the company wants to achieve by using social media is to attract younger audience. The company would benefit by changing its objective into one that it's more quantifiable and measurable. The company could, for instance, set the objective to increase the number of followers of age between 25 to 35 years old by 10% in 2015 compared to 2014. This kind of quantifiable objective can help the company to really focus on quality and the nature of its published content across all social media platforms.

MaiJazz can use Facebook to learn more about its audience, as well as certain groups of the audience, for instance the group of people between 18 and 24 of age. In order to develop a more efficient social media strategy, as well as to refine the company's messaging and improve the quality of the posted content, MaiJazz can use Audience Insights (an application inside Facebook Insights). This is not only for the purpose of learning more about their audience, but Audience Insights can also be used to build the customer audience based on the current Facebook database of followers and to narrow it down according to the preferred demographics. MaiJazz might want to include the use of other analytical tools to measure the traffic on their Facebook page as well as their main web page. For this purpose Google Analytics can be a good option for such an analytical tool.

5.7 Recommendation to application developers

Measuring and analysing the impact of different social media platforms can be a difficult and time-consuming process. At the end of this process, a manager could end up with the impression that there are more new questions arisen than actual answers provided as a result of the analysis. The reason for this is that a social media analytics tool that will analyse more than one platform simultaneously does not exist. Not yet at least. For the time being managers export data from multiple sources, several social media platforms, insights applications and web analytical data, trying to combine them all together to get to meaningful conclusions.

Developing an application that will bring all data collected from different social media platforms together under a single analytical tool and that could be able to analyse each social media platform individually but with an option to combine the results and provide one view on social media marketing as a whole is something that the application developers should definitely put their focus on.

5.8 Final conclusions

In final conclusion, the major findings of this thesis and answers to the research questions may be summed up:

- *How does theory describe social media and its use in business?*

As academics are still trying to comprehend certain aspects of human online behaviour, social media, as a communication and marketing tool, hasn't been clearly defined and understood. This thesis firstly reviews literature regarding the evolution of consumer-company communication in order to emphasize the increasing importance of the new communication methods.

- *What are the key social media objectives and what kind of metrics can the case company use to measure effectiveness of social media on these objectives?*

This thesis presents the key social media objectives developed by Hoffman & Fodor (2010) – brand awareness, brand engagement and word-of-mouth, and suggests the metrics or indicators for measuring these objectives with the help of data collected from Facebook Insights. The information collected from the interview supports the theory about the most important social media objectives and shows the managers positive attitudes towards the social media and its effectiveness. The statistical data collected from Facebook Insights and high correlations coefficients between suggested indicators of brand awareness, brand

engagement and word-of-mouth indicate strong interconnection and support the theory by which social media objectives influence each other. In addition the data shows the ability of the manager to measure social media strategy effectiveness using the suggested metrics – daily total reach, daily number of engaged users and daily shares.

- *What is the case company's social media strategy regarding the position in the social media strategy framework?*

The combined analysis of the qualitative and quantitative findings indicates that the case company could easily create a successful social media marketing strategy considering that the manager perceives the social media as an effective communication and marketing tool as well as the fact that the company is able to measure the effect of their social media efforts on key social media objectives using metrics suggested by Facebook Insights.

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7 Appendix

Interview

Q1.) Can you state your name and your main responsibilities in MaiJazz?

My name is Helleik Kvinnesland. I am managing director of MaiJazz festival and Stavanger forum. I try to have an overview over everything what we are doing but we also have producer and a person in charge for marketing activities. My main responsibility is the organization of the festival; work with funding and communication with our sponsors. I'm also responsible for controlling the budget and to make sure that festivals economy is doing ok. Our total budget last year was around 10 million NOK. This year that is set to be lower, since last year we had festivals anniversary.

Q2.) What are your other responsibilities?

I started as a volunteer. I worked in all part of the festival organization. I was picking up artist from the airport, carried instruments, etc. That was beginning of 90's. In the mid 90's festival began to grow and it got busier for all people who worked with festival. We than realize that we need to have a small administration. In 1995 I start working in MaiJazz in a part-time position. A year after I quit my full time job I had and from 1997 I have been working for MaiJazz fulltime.

Q3.) Do you have a marketing department? Is there a person dealing with social media marketing?

Three persons contain the organization. Me-managing director, producer and a person in charge for marketing who has part time contract. Now we are looking for a marketing manager for a full time position, since the position got recently available. That person would have full responsibility for web design and social media marketing.

Q4.) Do you recall when did MaiJazz officially join a social media platform for the first time?

I'm not sure really. We started with using Facebook first and that was not so long time after Facebook started.

Q5.) Did you have a plan on how the social media should be used from the start?

There was no specific marketing plan, no. With social media we are trying to reach different kind of audience and promote the festival. On the other side we have printed material, magazine but since people tend to go online to look for information we recognized the need for change. The plan is to reach younger audience. Social media marketing is free but we also use boost option on Facebook to get more peoples attention.

Q6.) Do you recall of the reason why the company got engaged in social media?

Did the other festivals and their experience influence you to start using social

media?

Not really. From everybody's experience we could say that use of social media is increasing and it's becoming the new way of communicating with people. We figured it out – this has to be done! We had to come out with our message to the audience and let them communicate to each other. We do follow what is happening online with other festivals in Norway and how they use social media.

Q7.) How would you describe your social media objectives? What do you want to accomplish by engaging in social media?

I would not say that it would be increase in sales. It is more to get in touch with our audience, inform local community about jazz music and to share information about our organization. We are aware of that we cant push to much and advertise in the way that has been done in past. People still get fed up with to many messages and we are trying to post something interesting and worth of their attention. I guess our industry is in part special. Our marketing activities are different from advertising a vacuum cleaner. What we post on our channels is fun.

Q8.) Can you evaluate how the efforts you invest in social media benefit your company? Does it work?

That is a good question. First, we have to make a research on what communication channels are most relevant for us. We want to know how does our audience find information about us and what part of our audience is reaching us through social media. We have not done that recently. It's definitely that the

MaiJazz is more exposed to local community and that people will hear about us more easily through social media. Still it is hard for us to describe the precise benefits without analysis.

Q9.) What are other marketing activities for increasing Brand awareness and Word of Mouth?

Posters, Banners, Leaflets, Magazine, Festival programs, adds in a newspapers, Flags on the city square. We use around 1.000.000 NOK on marketing activities. We do pay other companies for all the printing material but the idea is ours.

Q10.) What Social Media channels do you use?

Facebook, Instagram, YouTube and Twitter

Q11.) Which one of those is most effective and why?

I think it is Facebook, maybe because I'm most familiar with it and because we do see constant increase in number of followers. Through Facebook people get to know about our company, ask as questions and post their own content.

Q12.) Is there a goal to spread a "jazz-word" by making people share your posts?

Do you decide on what to publish on Facebook?

It is selective. Artists also send info about their work so we could inform our audience. We also share news about the festival.

Q13.) Is it more important to you to get your followers engaged (to comment and respond) or to tell to their friends about MaiJazz?

Both. But to get people active is not always easy. Content has to be interesting or controversial to make people react the way we could normally expect. But we do focus on music and not so much to private life of artists.

Q14.) Are goals different for different social media platforms? Inform vs. entertain?

All platforms we use are there to both inform and entertain. My personal opinion is that most people are on social media to get entertained. We do make information videos on YouTube, but they have to be short and message has to be direct, clear and precise.

Q15.) Was there any previous research regarding your audience, so you could improve your social media strategy?

Almost nothing really relevant. Last research we did about our target audience was in 2001 ...maybe. Anyhow, a lot happened since than. The way we communicate change drastically. We did plan to do that kind of research prior this year's festival but due to lack of time and funds we had to postpone it.

Q16.) Do you think that your industry (jazz music festival) is being in any way affected by use of social media?

Definitely. They all use social media to promote their festival and most of them are reporting mainly benefits of its use.

Q17.) Did you notice changes in user engagement?

For sure. It's much lower during summer. We still try to inform and be active in promoting other concerts as part of Jazz Forum.

Q18.) Which months are the most important to be active in social media?

March, April and May

Q19.) Do you follow other festivals on Facebook? Does their approach to social media influence your social media strategy?

We do follow both Norwegian and international festivals, just to see what is happening.

Q20.) Would you think about doing research on your online audience? Do you find it necessary?

I'm sure it will be good to analyse our Facebook fan database. There is an option on Facebook called Facebook Insight where one can see all possible data regarding our Facebook page but problem is that there is never enough time for it.