Position the Brand: Identify the Role of Social Media for Public Accounting Firms

In Digital Age

Presented to the Faculty

Liberty University

School of Communication and Creative Arts

In Partial Fulfillment of the Requirements for the

Master of Arts in Strategic Communication

At Liberty University

By

Linbo Yao

Liberty University

April 2016

Thesis Committee

_____

Kristen Hark, PH.D., Chair   Date

_____

Carey Martin, PH. D., Reader   Date

This project is dedicated to:

My Dearest Parents – Jianguo Yao and Ailing Zhang

I would not be where I am today without your supports and all the love as well as all the

sacrifices you provided over the years.

My Brother – Linlong Yao

I could not have what I have today without your supports and helps. You are always there to

guide me and encourage me for bright future.

Acknowledgements

I would first like to thank my outstanding thesis chair, Dr. Kristen Hark. Dr. Hark has been a great professor and a mentor to me, leading me to the right direction for my thesis. During the preparation of thesis topics, I have been changing the thesis topic over three times, and the changes happened to me took me more time to think about themes for thesis, which gave me less time to complete the thesis. Thanks to the supports from Dr. Hark I can have a flexible schedule to arrange the time to complete the thesis. In addition, Dr. Hark always patiently talked with me whenever I had problems about my thesis. She always gave me correct suggestions and helped me get through difficulties. Her encouraging words and amazing patience towards me made me to complete the thesis on time and accomplish one of primary goals during graduate school. Dr. Hark was also super supportive when I made a new decision for my thesis, and offered wonderful opinions for the benefits of my thesis. It was my honor and pleasure to have her as my thesis chair and to have her all the helps during thesis period.

I would also like to thank the rest of the committee faculty, Dr. Carey Martin. When I first started to prepare for the thesis, Dr. Martin was there to help me analyze the advantages and disadvantages of the topic I chose. He was very rational and analytical to help me organize my thoughts and concepts for my thesis. I would like to thank you for all your supports and helps.

Finally, I would like to thank other people who helped me during the thesis time. Dr. Greer taught me how to organize content analysis and how to use software to analyze the results. My dear parents were always there to encourage me to complete the thesis as well as the spiritual helps for me. Also thanks for the classmates who encouraged me and supported me to accomplish the thesis. They were all truly inspiration and motivation for me.

Abstract

Due to the popularity of social media, accounting industry gradually adapts to using social media for their social benefits and social business. Various social media platforms provide new approach for accounting companies to get involved in this modern digital age. The present study is intended to investigate the roles of social media in public accounting firms in modern digital age by comparing three largest public accounting firms' social media usages in Facebook, Twitter, and LinkedIn. Facebook is community-based network that allows people to connect and make friends with each other. Twitter is a micro blogging network that delivers short and concise messages to audiences. LinkedIn is the largest professional network that focuses on the people's professional career lives. The three public accounting firms that are analyzed in the present study are Deloitte, PwC, and KPMG. Through comparing their contents on three social media platforms, the present study uses content analysis method and professional software to accomplish the research. The present study found out that three public accounting firms put more time on three major categories: posting knowledge sharing, branding and marketing, and socialization and onboarding. There are also other categories that the posted information might fell into: recruitment and selection, training and development, creativity and problem solving, and influencing organizational culture/changes. In addition, based on the results from analysis, the present study also provided the suggestions for positioning the brand and the means to use content to outreach marketing.

Key Terms: Social Media, Facebook, Twitter, LinkedIn, Content analysis, position the brand, and content marketing.

Table of Contents

Chapter One

Introduction

Introduction of social media background

Social media has swept the nations during recent years, building a revolutionary symbol for the current century. Various social media platforms have attracted different generations to get involved, making the big world small. As a significant part of mass communication, social media evolved from print media and indicated its historical changes during the centuries. Being familiar with historical development of communication is critical to study social media. One way of looking at history is to examine continuity and change and the way in which they interact (Chapman, 2005). Continuous changes and revolutions of mass communication increase the interactions between people, even changing the social communication structure from the 19th to 21st centuries. From traditional mass media to new media, the communication industry has faced a large amount of changes; the media industry is now a much more complex entity than its previous incarnations with print, popular music, radio, television, and film (Holt, Perren, 2009, 88). The media industry is now moving forwards with the varieties that can bring the beneficial advantages for other industries.

Mass communication could not evolve without the help of development of technology. Technology has always been used to assist communications (Lax, 2009, 9). Each of developing period of mass communication must be involved with technology. Most new technological developments in communications necessarily build upon already existing achievements (Lax, 2009, 27). For instance, if there was no printing press technology, then the rest of the subsequent technologies developed during last two centuries may not exist. From simple text messaging to online Facebook chat, new technology brings life to the media industry.

According to Shannon (2007), communication must involve a channel or medium (Noll, 2007, 3). Various social media platforms increase the interactivity among different groups of people. Communication media have created a means for people to be physically isolated yet remain in touch with friends through such interpersonal telecommunication (Noll, 2007, 11). With all kinds of communication media, the evolution of communication media increases people's social connections, channeling with others in different places.

Significance of Social Media

According to Humbarger and Allmon (2011), two common definitions of social media are:

1. The collection of online technologies and practices that people use to share opinions, insights, experiences and perspectives.

2. Word-of-mouth marketing.

Social media provides a medium for people to display their knowledge, as well as personal or organizational information. Living in a world saturated with social media increases people's ability to keep connected with people and indirectly gets each one who can access to the information involved in the mass communication world. The evolution of social media signifies the interactivity not only between different kinds of people, but also for organizational communication.

Social media is significant for this present study social media platforms provide vast information to their followers; posts on social media can directly indicate who a company is, what they do, and how they operate the business. Information is not only central to ''getting on'' with our everyday lives, but is the ultimate key to understanding the world we live in (Singh, 2013). Thus, analyzing the information from social media platforms will be very helpful for the present study.

Social media is fast evolving into a league of its own and has interesting connotations for all regardless of what we do or where we live (Singh, 2013). Social media presents a new platform for businesses to communicate and interact with others, both internally and externally (Brenda, Fiona, and Venkata, 2015). Using social media for business functions can widen the market audience, spreading the social reputation to different age groups. Social media offers not only a way enterprises can reach different targets, but also a way for people to search and look through their posts on different platforms.

Social media platforms can help corporations brand themselves, showing company advantages and benefits without meeting their consumers. Based on the business dictionary, brand is:

Unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Overtime, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer's mind (BusinessDictionary, 2016).

So, other than to brand or to market corporations themselves, analyzing the content they post on social media platforms can identify what they perceive, how they approach their audience, and what they pursue for development of organizations.

Introduction of researched firms

The present study will focus on applying social media use to three major accounting firms, Deloitte, KPMG, and PricewaterhouseCoopers (PwC). These three make up part of what is known in the accounting world as "The Big Four", the fourth being Ernst & Young. The key reasons for choosing these three are, first, these four accounting firms are already known in the accounting field and they have started adapting social media into their market strategy. The ways

they use social media are similar. Second, analyzing four accounting firms would increase the

number of social media posts that are analyzed, while decrease the quality of research with

general findings instead of specific findings.

The significance of social media has spread to various industries, and social media is now

a creative and innovative method to position companies' brand. The use of social media can

increase the interactivity among people and organizations, as well as encourage organizations to

exhibit important message to their social community. By focusing on studying three major

accounting firm, the present study will analyze various types of posts on their social media

platforms. However, before starting to learn their social media message, it is necessary to learn

and understand the firms' background information. Their background information will provide

important foundation and base for later research of this study.

Deloitte

Deloitte is one of the four biggest accounting firms in the world. "Deloitte" is the brand

under which tens of thousands of dedicated professionals in independent firms throughout the

world collaborate to provide audit, consulting, financial advisory, risk management, tax, and

related services to select clients (Deloitte, 2016). As a very competitive accounting firm, Deloitte

provides a wide range of accounting services for its customers. Deloitte provides industry-

leading auditing, consulting, tax, and advisory services to many of the world's most admired

brands, including 80% of the Fortune 500. (Deloitte, 2016). Deloitte's dedication to leadership

extends beyond their clients and the commercial marketplace to their own organization and the

communities in which they work and live (Deloitte, 2016). Deloitte is also dedicated to using

social media to reach its valued customers; and their social media includes Facebook, Twitter,

LinkedIn, and Google+, and so on.

KPMG

As one of major competitors to Deloitte, KPMG also plays a significant role in the

accounting industry. KPMG is a global network of professional firms providing audit, tax, and

advisory services (About KPMG, n.d.). KPMG delivers a globally consistent set of

multidisciplinary services based on deep industry knowledge (About KPMG, n.d.). With a wide

range of services to its customers, KPMG operate in 155 countries and have more than 162,000

people working in member firms around the world (About KPMG, n.d.). In addition, focusing on

developing the insights and values for its clients is necessary for its business operation. KPMG

has introduced an internal social collaboration platform called the Hub with the aim of further

enabling effective team working across the organization, as well as providing the delivery of the

firm's knowledge strategy (Hughes & Chapel, 2013). In addition, KPMG also operates various

social media platforms such as Facebook, LinkedIn, Twitter, YouTube, and so on.

PwC

As one big accounting firm, PwC focuses on audit, assurance, tax, and consulting services

(About Pwc, n.d.). Additionally, in the US, PwC concentrates on 16 key industries and

provides targeted services that include — but are not limited to — human resources, deal

forensics and consulting services. They help resolve complex issues and identify opportunities

(About PwC, n.d.). Their reputation lies in building lasting relationships with their clients and a

focus on delivering value in all they do (PwC, 2016). With a wide range of accounting and other

certain types of service to their clients, PwC builds a valuable bridge between the organization

and the customers. In this modern digital world, PwC also uses Facebook, Twitter, LinkedIn,

Google+, etc. to reach their existing and potential consumers.

Purpose statement and Overview

Previous studies investigated the importance of social media for accounting professionals, efficacy of social media utilization by public accounting firm, business objectives through social media platforms, and using social media as a tool for job seeking or learning. However, although some studies researched the purpose of using social media for business, while others focus on the qualities of the message. These studies still lack evidence that focuses on posting information on social media and studying what messages and values the organizations want to deliver. The current study will take a content analysis method to analyze the posting information of three major accounting firms. The study also will focus on how the organizations use social media to get in touch or keep interactivity with existing and potential customers. The proposed study also attempts to contribute to the knowledge about social media usages for accounting firms, providing the necessary message for accounting firms to use social media to meet consumers' needs. The research questions for the study are:

RQ1: What are the major objectives of each social media platform for three large public accounting firms?

RQ2: What is the relations between the market size of each social media platform, the number of likes, and the number of shares for each post?

The questions below are of lesser interest, however, they relate to social media of the three public accounting firms. These questions will not be the focus of the present project, but assist in the research process.

RQ1a: Are there any differences regarding the number of likes between different objectives on each social media platform?

RQ2a: For each individual social media platform, what is the relationship between the post theme, likes, and shares?

RQ2b: What are the relations between the type of content (shared or original), the number of likes, and the number of shares?

The remaining chapters of this thesis include the literature reviews of related articles, the methodology using a content analysis method, the results and discussion, limitations of this study, and recommendations for future research. In the literature review, previous researches related to the topic will be used. The literature review will provide a clear understanding of how previous scholars did on related topics, and the theories can be used for this current thesis. The methodology section will mainly focus on analyzing the content from three different social media platforms. It will provide the explanations of how the data was collected and used for the research. The results and discussion will present the answers to research questions, and will also provide the rationale for any findings. The limitation and recommendations sections will present how the research could be improved upon or changed for future research. Recognizing the shortcomings of the study will be beneficial for future research.

Chapter TWO

Literature Review

The proposed study will use social network theory as well as use and gratification theory as the theoretical framework to analyze social media and its influences towards corporations and followers. Social media can also serve as a tool to facilitate intra- and inter-organizational activities among peers, customers, business partners, and organizations (Ngai, Tao, and Moon, 2015). The advent of social media has substantially changed the manner in which many people, communities, and/or organizations communicate and interact (Ngai, Tao, and Moon, 2015). The literature related to social media provide a better understanding of using social media for the development of organizations.

In literature review, there will be four major sections. The first section describes the social network theory, which includes the individual networks and organizational networks. The second section exhibits the application of social networks. Various studies are provided to help explain the effectiveness of the social network theory and how the theory is used in practical social media platforms. The third section displays the literature regarding the users' needs and satisfactions, as well as their importance to organizational development on social media platforms. The last section includes the articles that are very practical and useful for corporations. This literature will cover the relationship between the corporate and the social media.

Social Network Theory

Social network theory is an interdisciplinary approach to understanding social phenomena based on the relationships between actors and the patterns of connectivity and leverage those relationships create when taken as a whole (Kessler, 2013). Kessler (2013) stated two

characteristics of organizations that make the social network perspective particularly relevant to management:

1) Organizations generally exist for the express purpose of establishing interaction and exchange with other entities, whether that exchange is economic, social influence, humanitarian, or another currency;

2) They do so by bounding and coordinating the interactions of multiple individuals to achieve ends not achievable separately (P. 742).

The existing of social network theory increases the connections between the users on social network sites, increasing the interactivities between the organizations and their audiences.

Kadushin (2012) provided a comprehensive understanding of social network theory in his book *Understanding Social Networks: Theories, Concepts, and Findings*. Kadushin (2012) spent 12 chapters describing social networks, covering various topics related to social networks, including basic concepts, psychological foundations, small group and leadership, organizational social networks, the small world, circle and communities, network's influence and diffusion, social capital, and ethical dilemmas. Kadushin's (2012) understanding towards social networks are the basic concepts for social media networks. People keep connected with each other, while each has their own social networks. As Kadushin (2012) explained, a network is simply a set of relations between objects, which could be people, organizations, nations, and items. Everyone could be connected, if only they knew how to reach out beyond our immediate horizons (Kadushin, 2012). It is similar, then, for organizations to keep connected with their audiences, and it is very significant for the organizations to interact with people inside the social media network.

Rainie and Wellman's (2012) book *Networked: the New Social Operating System* also focused on social networks with people and organizations. A key reason why these kinds of networks function effectively is that social networks are large and diversified thanks to the way people use technology (Rainie & Wellman, 2012). The modern technologies have dramatically changed people's social lives, creating a small world or communities. The changing social environment is adding to people's capacity and willingness to exploit more "remote" relationships — in both the physical and emotional sense of the world (Rainie & Wellman, 2012). Rainnie and Wellman (2012) demonstrated the three major parts about social networks. First, they talked about the triple revolutions about social networks, including social network revolution, Internet revolution, and mobile revolution. Second, they introduced the networked individualism such as networked relationships, families, work, creators, and information. Third, they stated how to thrive in the networks, and what the future of networks looks like. As they mentioned in the book, networked individuals have new power to create media and project their voices to more extended audiences that become part of their social worlds (Rainnie & Wellman, 2012). Compared to individuals, the organizations also need to use social networks' power to create their own social relationships with followers and audiences.

Scott and Carrington (2011) analyzed the social network in their book. The potential for online communication to change the way we form and manage human and communal interaction was addressed very early in history computer-mediated communication (Scott & Carrington, 2011). Scott and Carrington (2011) clearly constructed the book with three major sections. They first addressed the general issues related to social networks, such as the development of social networks, network theory, social networks in economic, and relational sociology and culture. Then, they stated the substantive topics including personal communities, social support, network

online, social movement, cultural networks, a multiple-network analysis of the world system etc..

In the final section, they indicated that the concepts and methods of doing the research for social

networks. They listed various concepts and methods such as survey methods for network data,

survey sampling in networks, statistical models, and large-scale network analysis. This book

provided clear methods and thoughts to understanding how social networks work in people's

daily lives, and why it is important to build up social networks to connect with people. Whether

it is people or organizations, building up the right social networks is helpful for maintaining

relationships.

In the book of "Virtual Communities, Social Networks and Collaboration," Lazakidou

(2012) collected thirteen scholarly articles from various authors. One of the articles written by

Alexandrou (2012) discusses how a social network site can generate social awareness on issues

and topics. Research into social network and communities was traditionally bound within a

physical environment, but with the advancement of transportation and communication

technology, these boundaries have shifted as researchers now consider social networks

(Alexandrou, 2012). With the help of current communication technology, it is convenient to

generate the information on social network sites, and to display the information for the people in

the online community. Media outlets and business firms are able to combine forces with other

outlets around the world with the goal to reach either a global or a more exclusively dispersed

audience (Alexandrou, 2012).

David Knoke (2012) wrote a book that connected social networks to economics. Network

analysts view social actors as highly interdependent decision makers whose preferences and

behaviors mutually influence once another to varying degrees through their network connections

(Knoke, 2012). In the book, Knoke (2012) talked about the markets, networks inside the

organizations, networks among organizations, global networks, and future development of networks. Knoke (2012) indicated the importance of social networks with development of the organizations, as one of significant tools for organizations in identifying the interactions between people. In the modern digital age, social networks take high percentages of social relationships. With help of social network sites, it will be easy and convenient to build up online social networks, which improves the development of online economic networks.

Social Network Application-Social Media

People have their own social networks, and they keep in touch with the people within their community. However, with various choices of social media platforms, people not only reach their friends who within in their social networks, but they also connect to the people or organizations that are not in their immediate social networks. The greatest benefit of social media is to increase social networks. So, one significant application of social network theory is using social media. There are several studies that indicate how social media works, how to manage and measure social media, and how to create social media to increase networks.

Al-Deen and Hendricks (2012) conducted a book with various articles about social media usage and impacts. They divided the book into five major parts, with first part detailing social media and social networking. Online social networking typically offers opportunities for expression that are less restrictive (Web, Wilson, and Hodges, etc., 2012). While online social networks differ from face-to-face social networks in important ways, they still function as a viable channel for interaction (Web, Wilson, and Hodges, etc., 2012). The second section of Al-Deen and Hendricks' (2012) book discussed social media and education. In this part, Zeng, Hall, and Pitts indicate social media have quickly evolved into thousands of sites and formats with limitless applications. They provided the recommendations for social media use in higher

education. The third part of this book was about strategic communication. Long (2012) indicated

that researchers urged companies to provide a networking platform; use social media tools to

engage customers. Social media often refer to online applications, platforms, or media that aim

to facilitate interaction, collaboration, and content sharing (Guo, 2012). The fourth and fifth

sections were about the social media and politics, legal /ethical issues. Benjamin (2012) develops

a concept of the ethical implications of social media through three forms: Twitter, Blogs, and

Facebook. Social media blur the traditional lines between public and personal communication

(Benjamin, 2012). So as one popular social networks, social media also should help people to be

ethical when using it.

        Blanchard (2011) provided a clear understanding of applying social network into

developing social media. He focused on developing social media programs, integrating social

media, managing social media, and measuring social media for companies. He desired to create a

social company, where a fully deployed social media program would completely integrated a

communication mechanism that amplifies the impact of every function by leveraging the power

of human networks (Blanchard, 2011). Blanchard (2011) developed four phases of social media

adoption:

             1) Test adoption: begin to create a presence on social media,

             2) Focus adoption: use social media to support individual objectives,

             3) Operational adoption: start following suit, begin to merge, and

             4) Operational integration: incorporate into the entire organization.

Learning the process of creating a social company is really helpful and important for

organizations. Social media can create social networks for organizations to operate efficiently.

Social media works best when fully integrated into all of an organization's business functions:

the closer social media program is to business, the more effective it will be in the long run

(Blanchard, 2011). Managing and measuring social media is also important for organizations

because when the organizations know what the social networks they have — and what they can

do on social media — they will be effective managers of social media sites.

Organizational social networks are not only about the people or entities within the

organizations, but also strongly related to the people who pay attention to them, or the people

who buy their products or services. King (2012) stated his purpose on using social media tools

such as Facebook and Twitter to create great customer connections. Connecting customers is one

of the major purposes for any organization to use social media since social media is social

network that keeps the customers connected with them. At the same time, social media is an

effective way for customers to know what the organizations are doing and there they are going.

King (2012) provided some ways to participate on social networks: status updates, commenting

on status updates, sharing stuff, browsing the information on a profile page, liking something,

and checking in. Communication on social networks is a great way to connect with community

(King, 2012). Social network sites provide various ways for people to communicate, including

customers to organizations, and customers to customers (King, 2012). Building up the

connections through social network sites is very important for company.

Qualman's (2013) focused on how social media changes the way people live and do

business. Qualman (2013) offered a new concept called socialnomics. Socialnomics is the value

created and shared via social media and its efficient influence on outcomes (Qualman, 2013).

Social media is one of the biggest social networks already creating profound connectivity among

people all over the world. This global connectivity extends to positive and negative messages

relating to products and services (Qualman, 2013). So, social media is now very critical for

companies to adapt to, but, even more so, is a necessary social network tool for the company to

have and use. Qualman (2013) provided two major behaviors that social media change, which

are preventive behavior and braggadocian behavior. Preventive behaviors refer to the openness

of behavior while braggadocian means allowing individuals to take real-time inventories of their

lives (Qualman, 2013). Qualman (2013) also provided great social media escalator that can help

organizations to use social media to make better business. There are four steps for company to

practice: listen, interact, react, and sell.

Use and Gratification Theory

As an audience-centered approach, use and gratification theory provides a clear

understanding of how organizations can use the approach to improve the quality of social media.

The term social media refers to "social technologies that allow people to connect, interact,

produce and share content (Dainton, Correa, Kohr & Taormina, 2013). The authors focus on

studying use and gratification approaches for social media from a public relationship perspective.

By introducing the theory and explaining how the theory was used for people's needs in social

media channels, the authors turn to study how the organizations can adapt the theory to its public

uses. If public relations professionals seek a mutually beneficial relationship with the public,

they need to understand what the public wants and needs when they choose particular mediated

messages from the organization (Dainton, Correa, Kohr, & Taormina, 2013). In addition, the

authors study the various types of organization that could apply use and gratification theory to

their public social media.

Researchers found that the variable of communality predicted the nature of the relationship,

suggesting that organization type is important to the extent that it fosters a communal

relationship (Dainton, Correa, Kohr, & Taormina, 2013). Although the article is studied from the

perspective of public relations, it is still very useful and helpful in applying the theory to social media needs. Public relations practitioners should be aware that the most frequent gratifications sought when connecting with an organization were information-based gratifications: to remain up-to-date about the organization, to learn about the organization, and to use the organization's expertise (Dainton, Correa, Kohr, & Taormina, 2013). The organizations should recognize the needs of the public so that they can know what to display on their social media platforms.

Whiting and Williams (2013) conducted an exploratory study demonstrating the importance of use and gratification theory to social media. They not only explored and discussed the use and gratification that people receive from social media sites, but they also sought to explain why people use social media. Whiting and Williams (2013) conducted 25 in-depth interviews from people who use social media. They identified ten uses and gratification based on their research: social interaction, information seeking, pass time, entertainment, relaxation, communicatory utility, convenience utility, expression of opinion, information sharing, and surveillance/knowledge about others (Whiting & Williams, 2013). Their research on use and gratification theory not only explained why people like to use various social media, but also provided a significant insight for organizations to learn how to communicate via social media.

One article called "Contextual Social Media: linking the contexts of social media use to its outcomes" explored the relationship between the contexts of social media and social capital through a use and gratification approach. The articled indicated that the established link between social media use and social capital reflects the understanding that these media are useful for establishing and maintaining relationships (Quinn, 2016). Quinn (2016) conducted an online survey that analyzed the contributions that individual contexts of social media use make on bridging, bonding, and maintained social capital. The author also recognized the importance of

social media uses to social capital outcomes. Understanding the social media uses and its

significances to social capital and social outcomes is very critical. The article provides a clear

view on how social media use can be helpful in the bonding and bridging of relationships with

people. By studying the use and gratification approach, Quinn (2014) gave a new view on uses of

social media for social outcomes.

Compared to using use and gratification theory to examine traditional media motives, the

article applies the use and gratification theory to examine the motives of use social for media

platforms. The "why" people sought out, chose, and consumed one media format, genre, or

programming over others is an enduring question within mass communication research (Why

Tube?, 2013). YouTube was chosen as the research target for the article. The authors indicated

three purposes of the study. First, they examined the motives to watch and produce YouTube

content. Second, they examined the perceptions of YouTube. Finally, they examined the possible

relationships between social network attributes and other dependable variables (Why Tube?,

2013). The author provided a clear understanding of how the use and gratification theory

developed during recent time. The author collected video responses based on the research

questions, and also used a coding system to do the content analysis. Watch motives were

consistent with a use and gratification framework, while produce motives were diverse; although,

more people reported more produce motives than watch motives (Why Tube?, 2013). Although

the article focused on one single social media platform—YouTube—it is very helpful to know

how people or organizations can apply use and gratification theory to their social media

purposes.

Another article about assessing video content through the Internet and social media

platforms also focused on applying use and gratification approach in order to provide a better

understanding of theory and its application. The purpose of the study was to explore the extent to which television and Internet use, traditional television use motivations, life-span, contextual age, and demographic characteristics influence online video use (Online Video Use, 2011). Additionally, since online video content is often accessed and shared via email, blogs, and online social network sites, this study explored how these channels facilitated information sharing among online video users, and the nature of the relationships with those who provided these suggestions and links (Online Video Use, 2011). Comparing traditional television to Internet video with content research provided a new perspective for the use and gratification theory. The author indicated two core elements of use and gratification theory—motivation and audience activity. Motivation influenced the selective and active manner in which people seek media; audience activity refers to the utility, intentionality, selectivity, and involvement of the audience with the media (Online Video Use, 2011). Accessing the video content through the Internet, such as social network sites, provided the new approach for the researchers to analyze the importance of social media in current years. The author measured the use of video content through different ways such as media use, television use, mobile device uses, and so on. Various ways to reach the video content provided a wide range of selection for people to adapt to the current digital age. As one popular way to reach video contents, social media actually can fulfill the needs for desired people.

It is popular and common for public relations professionals to apply use and gratification theory to their career reaches. There are various scholarly articles connecting this theory to public relations via social media. The article "Social media's function in organization: a functional analysis approach" provided a clear understanding of how the social media can function within an organization through the theory of use and gratification theory. This article

posited that organizations can function within an open systems approach to public relations by

employing social media (Reitz, 2012). System theorists believe that organizations that function

as an open system have a greater chance of survival than organizations that function as a closed

system due to the exchange of inputs and outputs between the organization and its publics (Reitz,

2012). There are four functions proposed in which social media may serve the system:

maintenance of organizational identity, opportunity to build relationships with publics, ability to

control issues management, and the chance to promote social corporate responsibility (Reitz,

2012). Reitz (2012) analyzed the functions of organizational social media from both the

individual and system level. In addition, understanding social media's role in the system can help

practitioners identify the functions that may contribute to an open systems approach to public

relations and ultimately an organization's survival (Reitz, 2012). The use and gratification

approach also can considered when explaining why the organization, or people, need to use

social media, demonstrating the necessity of interactivity and connection between people or

between people and organizations.

   With various choices of using social media for the modern technological world, people

tend to use multiple social media platforms to keep in touch with different people. The use of

social media has diffused widely in society with recent statistical data showing high penetration

rates (Quan-Haase & Young, 2010). Quan-Haase and Young (2010) focused on the question why

people choose to adapt to multiple social media platforms instead of substituting one medium for

another. They compared the users from Facebook with those from instant messaging, and then

employed the theory of use and gratification to find out whey people have those needs to adapt to

multiple social media platforms. Also, they identified the two important trends: users do not

embrace a single form of social media but tend to employ a range of tools for communication,

and that users tend to embrace new tools and adopt them as part of their communication

repertoire (Quan-Haase & Young, 2010). In the article, one of the more successful theoretical

frameworks from which to examine questions of "how" and "why" individuals used media to

satisfy particular needs has been the use and gratification theory (Quan-Haase &Young, 2010).

Through analyzing the use and gratification theory, the authors found the answers to their

research questions, and found the needs of various people. Quan-Haase and Young (2010) also

provided the overview of Facebook use, motivations and gratifications of Facebook usage, and

Facebook versus instant message gratifications. They conducted survey questions and interviews

toward undergraduate students to collect data, and get the result to find the answers. The article

is very helpful to understand how people react to different social media platforms, and to help to

find out the people's needs for social media.

Sometimes, the use and gratification theory can be challenged or extended. LaRose and

Eastin (2004) have introduced new conceptual and operational approaches and new variables that

now challenge some of the basic assumptions, procedures, and findings of use and gratification.

They pointed out the weakness of use and gratification for media attendance, and stated that use

and gratification do not explained media exposure very well (LaRose & Eastin, 2004). They

proposed social cognitive perspective to explain the media attendance and to challenge the use

and gratification approach. The authors indicated that social cognitive theory offers a theoretical

explanation for the often-observed empirical relationship between media and gratifications and

media usage (LaRose & Eastin, 2004). They also agreed that use and gratification could be

understood in socio-cognitive terms (LaRose & Eastin, 2004). The new concept they addressed

in the article provides a different view on applying use and gratification to the individual

behaviors and needs. LaRose and Eastin (2004) suggested new concepts might extend the

understanding, or use and gratification, and their impact behavior. The new perspective of social

cognitive theory to challenge use and gratification theory is helpful to understand the theory

itself and provides an alternative way to apply use and gratification theory to social media usage.

Corporate and Social Media

Corporates now strongly get connected to the social media platforms, indicating the

pursuits of their professional fields via the social system. In order to adapt to the competitive

market, the enterprises need to realize the development of mass communication, learning to

adjust their strategies to modern social media system. Suddaby, Saxton, and Gunz (2015)

provided a study about focusing on the domain changes of accounting expertise under digital

ages. They developed an endogenous model of institutional and professional domain change

(Suddaby, Saxton, & Gunz, 2015). They also analyzed the ways in which the domain of

accounting expertise is reconstituted in new social media — Facebook, LinkedIn, and Twitter –

in Big 4 accounting firms (Suddaby, Saxton, & Gunz, 2015). The analysis in the article is

critical and significant for corporations to adapt to the social media platforms for their business.

This study emerged from an interest in the process by which the accounting profession engaged

in the new discursive space created by the introduction of new media (Suddaby, Saxton, & Gunz,

2015). They also pointed out that the accounting firms just began to strategically get engaged in

the social media. New media offers the accounting profession a newly bounded conceptual space

within which the domain of professional expertise can be re-conceptualized (Suddaby, Saxton, &

Gunz, 2015). The domain change of accounting expertise indicated the accounting industry's

start to realizing the importance of social media, and their desire o get started in using social

media as a marketing tool for their business. In addition, Suddaby, Saxton and Gunz (2015)

demonstrated that institutional work of domain change occurs through three related activities:

boundary work, rhetorical work, and construction of the embedded actor.

The influence of social media towards corporate development is crucial and beneficial. The

correct use of social media is challenging for accounting firms. Alexander and Gentry (2014)

provided background on current business reporting practices and insights from recent research on

the communication of financial results. They noted that the growing influence of social media on

financial performance reporting creates opportunities and challenges for both executives and

corporate communication teams (Alexander & Gentry, 2014). They both regarded social media

as an opportunity for business to interact directly with investors, customers, suppliers, and other

stakeholders (Alexander & Gentry, 2014). In addition, the article not only talked about the U.S.

Securities and Exchange Commission (SEC)'s governance and regulations towards using social

media as one financial disclosure platforms, but demonstrated the opportunities and challenges

for the development of social media for the accounting industry. With SEC guidance on use of

social media for financial disclosures, more firms will enhance corporate information sharing

through platforms such as Twitter, StockTwits, Facebook, LinkedIn, and others (Alexander and

Gentry, 2014).

Homburg, Ehm, and Artz (2015) provided a new perspective on studying online

community environment, which provided the insights for corporations to see how customers

react to firm's active participation. The increasing popularity of social media has led firms to

recognize the power of word of mouth in an online setting, in which consumers use technology

to communicate with others about products and services (Homburg, Ehm, & Artz, 2015). They

measured the consumers reaction to active participation, and found that consumers respond with

diminishing returns to active firm engagement, which, in some cases, even undermines sentiment

at very high levels of engagement (Homburg, Ehm, & Artz, 2015). The research indicated the

consumer's functional needs rather than social needs. Consumers are actually caring about

product-related support, which provides a great insights for accounting firms to know what to do

with their services.

Abrahams, Fan, Wang, Zhang, and Jiao (2015) provided another new view of social

media in business. They focus on the user-generated content (UGC) analysis, synthesizing

existing research studies on text mining and proposing an integrated text analytic framework for

product defect discovery (Abrahams, Fan, Wang, Zhang & Jiao, 2015). They believed the

framework effectively leverages rich social media content and quantifies the text using various

automatically extracted signal cues (Abrahams, Fan, Wang, Zhang & Jiao, 2015). The textual

analysis provided in the articles is actually very helpful for firms to recognize the importance of

contents in their social media, and the framework they studied was useful for social media

content. Another significant part of the article was that the framework was found to be very

helpful in discovering the defects of the social media (Abrahams, Fan, Wang, Zhang & Jiao,

2015).

Nair, on the other hand, discussed the considerations that organizations need to face using

social media is actually causing some costs to organizations. Nair (2011) provided several

questions in the article such as "should we measure social media and, if so, how?" "Why should

we engage in social media?" "What are others doing with social media?" In addition, Nair (2011)

mentioned several other topics of social media, including indicating the diversity of social media,

being dangerous to business, being not just an add-on, measuring the success of social media,

and discovering the side effects of social media. Nair (2011) provided a basic overview of social

media in business, explaining how social media effects the social business. He indicated four

strategies that could be used for measuring the success of social media: customer, financial, internal, and learning and growth. These four perspectives provided a way to understand social media strategy. In addition, Nair (2011) talked about the four categories that could be used as health care on the internet: dialogue that is about people taking to people; diagnosis that is about people trying to find out what and why; decisions that is about people trying to make a judgment on information and action, and delivery that is about people giving something to other people, or organizations giving something to someone. These four categories are necessary for people or organizations to use social media effectively. It is a movement where consumers and businesses engage in unstructured dialogue, discovery, and delivery of information, and make decisions to purchase (Nair, 2011).

Wamba and Carter (2014) focused on the small- and medium-sized enterprises (SMEs), researching how they can effectively adapt to social media tools. They assessed the impact of organizational, manager, and environmental characteristics on SME utilization of the Facebook events page (Wamba and Carter, 2014). With increased amounts of SME in recent years, the study is necessary and helpful for them to adapt to the social media tools. Although the study is for SME, some research methods and suggestions could be used for general corporations. Through the survey of 453 SME managers, Wamba and Carter (2014) found out that firm innovativeness, firm size, manager's age, and industry sector all has a significant impact on social media adaptation. Some of the factors may not apply to large-sized firms, but social media as general communication tools are necessary for all-sized firms to adapt to.

Blankespoor, Miller, and White (2014) focused on using Twitter as a research target, examining whether firms can reduce information asymmetry by more broadly disseminating their news. Focusing on Twitter itself provided a detailed analysis on how to use one single

social media tool to effectively spread the news. The authors recognized the problem that firm

disclosures only reach a portion of investors, which resulted in information asymmetry and lower

market liquidity (Blankespoor, Miller, & White, 2014). Compared to traditional media such as

press, Twitter now will be more effective. As such, the authors analyzed the firm's use of Twitter

and exploited the 140-charater message restriction. They also chose a sample of technology

firms. They examined the impact of using Twitter to send market participants links to press

releases that are provided via traditional disclosure methods (Blankespoor, Miller, and White,

2014). They also examine the impact of dissemination on a volume-based measure of liquidity

(Blankespoor, Miller, & White, 2014). Based on their methodology and research, they found that

additional dissemination of firm-initiated news via Twitter was associated with lower abnormal

bid-ask spreads and greater abnormal depths, consistent with a reduction in information

asymmetry ((Blankespoor, Miller, & White, 2014). This research on Twitter indicated that when

the corporates find out social defects, they need to react smartly and effectively to solve the

problem. Social media is a fast evolving technology that can enhance the corporations to

working hard to catch up, but when corporations realize their own weakness, reaction to social

media is necessary.

Parsons (2013) discusseed the use of social media to reach consumers, and focused on

studying content analysis of Facebook pages. Given this tremendous growth, companies are

scrambling to try and figure how to utilize social media to reach the millions of consumers who

use it on a daily basis (Parsons, 2013). Social media is not just another channel for distributing

corporate information or an add-on to a firm's current media offerings since it allows consumers

to interact and participate with companies and brands, and allows them to share their opinions

with others which then helps to influence corporate reputations (Aula, 2010; Nair, 2011). This

study examines how companies use social media in their marketing and advertising strategy by

content analyzing the official Facebook pages of 70 global brands (Parsons, 2013). Parsons

(2013) used seven functional building blocks of social media: identify, presence, relationships,

conversations, groups, reputation, and sharing. Parsons (2013) analyzed the contents on their

Facebook, including photos, videos, events, and others. The detailed analysis of Facebook is very

helpful for future research and provided a guidance for analyzing corporate's social media.

Vernuccio (2014) aimed to study how to use social media to communicate a corporate

brand, which is necessary and significant in modern social media world. At present, the

communication environment that offers the most promising potential for reaching and interacting

with stakeholders is social media, in which web design facilitates interactive information sharing

and interoperability via new communication platforms such as virtual communities, collaborative

projects, social networks, blogging, and wikis (Vernuccio, 2014). By developing social media

platforms for each individual corporation, their brand will be strengthened and become a

valuable, recognizable sign for customers. The innovative communication technologies in the

digital environment have driven corporations to work with them and build their reputation on

them. In this article, a quantitative content analysis of the social media platforms of 60 major

international corporate brands yielded data that were processed by hierarchical cluster analysis

(Vernuccio, 2014). Vernuccio (2014) indicates two strategic approaches that can communicate a

corporation's brand via social media: interactivity and openness. Interactivity and openness also

are regarded as conceptual framework for content analysis. In addition, the study identify four

clusters based on research outcomes: cautious beginner, confident communicators, selective

strategists, and rising stars (Vernuccio, 2014). The findings highlighted that despite encouraging

signs of effective use of social media for this purpose, the online corporate communication

initiatives of more than a third of all companies are characterized as cautious (Vernuccio, 2014).

Corporates are advised to use social media to brand themselves in the digital ages.

He, Zha and Li (2013) focused on textual information of social media by comparing the

three largest pizza chains. They not only wanted to raise the awareness of the customer-

generated content on company's social media sites, but they also wanted to analyze the

competitor's social media contents. Their study described an in-depth case study which applied

text mining to analyze unstructured text content on Facebook and Twitter sites (He, Zha and Li,

2013). Text mining is an emerging technology that attempts to extract meaningful information

from unstructured textual data (He, Zha & Li, 2013). They conducted social media competitive

analysis for Facebook and Twitter by collecting data, such as the number of fans or followers,

then they used text mining technology to analyze the text messages from organizations' social

media sites (He, Zha & Li, 2013). The results revealed the value of social media competitive

analysis and the power of text mining as an effective technique to extract business value from the

vast amount of available social media data (He, Zha & Li, 2013). The study demonstrated that

the three largest pizza chains have made significant social media efforts to increase interaction

with customers and build brands in the online communities (He, Zha & Li, 2013).

Mangold and Faulds (2009) provided a new view by comparing social media with

traditional communication. The article argued that social media is a hybrid element of the

promotion mix because, in a traditional sense, it enables companies to talk to their customers,

while in a nontraditional sense it enables customers to talk directly to one another (Mangold &

Faulds, 2009). They also pointed out that managers must learn to shape consumer discussions in

a manner that is consistent with the organization's mission and performance goals (Mangold &

Faulds, 2009). Mangold and Faulds (2009) also indicated the three purposes of the article:

1) Propose that social media be considered a hybrid component of the promotional mix and therefore be incorporated as an integral part of the organization's IMC strategy.

2) Compare and contrast the traditional communications paradigm that relied on the established promotional mix, elements which were developed and refined over the past 100 years, with the new communications paradigm which incorporates social media.

3) Discuss methods by which marketing managers can shape the consumer-to-consumer conversations which are now driving the marketplace to a greater extent than ever before.

Organizations should seek to build their social media with effective promotion strategies. At the same time, they also need to integrate with traditional media to effectively communicating with their targeted audiences.

Summary

The four sections of literature articles and books within this current study provided a clear understanding of how social media as communication technology has changed the way people or organizations function. Each section of the literature demonstrated its importance towards the present study. Some past findings revealed several themes such as the changes happening during the digital ages, management of social media, people's needs and satisfactions of social media, and measuring the effectiveness of social media. This research is necessary for analyzing the uses and implications of social media.

Past research also indicated the importance of the contents posted on social media platforms, although some of the research may not directly indicate it. The overall findings of the

literature review revealed that social media is the trend for current digital age and would be

necessary for future organizational development. In addition, the literature findings based on this

chapter are significant for answering research questions, and will be helpful for research methods.

Chapter Three

Methodology

The previous literature review provided important information about the theoretical

foundations for the present study, including social network theory, uses and gratification theory,

and corporate and social media. The literature articles provided will support for the research

methodology. The findings presented in the literatures also revealed the importance of studying

social media for accounting industry as there are a few studies related to social media accounting.

Therefore, this methodology section will focus on researching the contents of social media for

accounting industry.

In order to have a better understanding of social media uses in the accounting industry, the

methodology is divided into four major sections. The first section will provide the reasons of

using social network theory as well as use and gratification theory, explaining their importance

for the present study. The second section will explain the choices of the accounting companies

researched. Since there are so many accounting companies, specific companies that the

researcher deemed important for the study were chosen. The third section will cover the research

design of this study. There are three major research methods and only one of them will match

with present study. The last section of the methodology will contain the research procedures and

measures, offering the details of the research process for the present study.

The Choice of Theories

Based on the previous literature review, the present study uses social network theory and

use and gratification theory as foundations for research. Social network theory centers on the

people within a network, studying the relationship among these people, organizations, or groups.

The networks they create are the key factor for them to develop relationships with each other,

whether the relationship is between people and organizations, or just between the organizations themselves. As Yang, Zhang, and Spyrou (2010) explain:

> With the rapid growth in the popularity of portable computation and communication devices, a new networking environment where mobile users can take advantage of opportunistic encounters with other users to forward data or share information in a peer-to-peer fashion has been attracting increasing interest.

With the popularity of social media, it is significant for people to understand social networks and to learn how and why to create their own social media networks. Furthermore, it is key for organizations to build up social networks with other organizations or people. Social networks provide beneficial help for organizations to promote the products and services, and also provide important information for people to learn about organizations and their products. Building up social networks will offer organizations or people a great way to reach different people from various nations.

Another factor, which supports the importance of social network theory, is relationship. People need to maintain relationships with others, and organizations need to manage relationships with other organizations and their customers. Also, for organizations' developmental purposes, the more time they invest in keeping good relationships with others, the more benefits and advantages they can get from these relationships. In the digital age, organizations have moved most of their customer relations to social media platforms, which provide them with a great way to reach a large amount of people at the same time. Social networks on social media produce the key components for organizations to build up relationships with every potential customer.

The second theory that works well for the present study is use and gratification theory. Use and gratification theory is one of the most commonly utilized theories by researchers, and offers a broad application for understanding media usage (Malik, Dhir, & Nieminen, 2015). The popularity and growth of social networking sites has motivated researchers from various fields to apply use and gratification theory to the study of social network site usage, its impact, and any possible consequences (Malik, Dhir, & Nieminen, 2015). Since social media grows so fast, the people who use it will measure whether or not social media can satisfy them. The major purpose of using use and gratification theory for this study is that the theory looks at people's attitudes and behavior towards social media. When applying the theory to organizational social media, it is very helpful for organizations to know what kinds of information are important enough to post in order to satisfy their customers or followers.

The Choice of Companies

In the previous introduction section, three accounting companies were introduced: Deloitte, KPMG, and PwC. These three companies were selected as the focus of the present study for three major reasons. The first reason was because of their popularity in the accounting industry. Deloitte, KPMG, and PwC are three of the Big Four accounting firms. There is no question that the Big Four accounting firms dominate the market in terms of size and revenue (Doka, 2012). In a recent survey, CPAs (Certified Public Accountant) also rated the Big Four among the top five accounting firms to work for in the country (Doka, 2012). Their reputations have already spread to all over world.

The second reason was that as big companies, Deloitte, KPMG, and PwC provide a wide range of accounting services for other companies. Since they possess different types of services, they are able to reach customers and companies from different industries and nations. When they

have enough customers for their business, social media will be an important way to display who

they are, what business they do, and who their customers are. In addition, the information they

posted on social media will be necessary for followers curious about their services.

The third and final these three companies were selected was because of their adoption to

social media. As the three biggest companies in the world, they already adapted to using social

media for a period of time. Their usage of social media already proves their adaptation of the

digital age. There are already various types of information on their social media accounts, and

there are enough messages to adequately complete the research of this present study. Since the

present study will need enough information to analyze each company's social media strategy, the

companies have to adapt social media at some level. Since they have already adapted to the

social media in recently years, they were the most applicable accounting firms for the present

study.

Research Design

The present study used quantitative methods to analyze the contents from three major

social media platforms: Facebook, Twitter, and LinkedIn. The researching process involved

coding systems based on specific coding instructions.

Quantitative research is an approach for testing objective theories by examining the

relationship among variables which can be measured, typically on instruments, so that numbered

data can be analyzed using statistical procedures (Creswell, 2014). Based on the research

questions proposed in the introduction section, quantitative research provides a necessary

research method for the present study in coding the content, collecting the data, transferring the

data and interpreting the results. The present study will collect content from three social media

platforms, and then analyze the information the companies post on social media.

The present study will focus on quantitative content analysis, which indicates the importance of the content that the companies post on social media. In the context of communication research, content analysis is a quantitative, systematic, and objective technique for describing the manifest content of communications (Treadwell, 2012). Treadwell provided clear explanations for content analysis:

1) Quantitative means we must count occurrences of whatever we are interested in.

2) Systematic means that we must count all relevant aspects of the sample.

3) Objective means that we select units for analysis and categorize them using clearly defined criteria.

4) Manifest means that we count what is tangible and observable (2012).

The quantitative content analysis method will provide a clear understanding of how the research procedures will be operated. Utilizing the quantitative research method offers a foundation for the present study.

After the brief introduction of quantitative research and content analysis, the researcher will use the coding system to code the posts on social media platforms. The coding system will be present in a later section. Coding will categorize the posts on each social media platform, and divide the posted information into different categories. The coding system also allows this researcher to look into the information easier, and allows the researcher to transform the original information on social media platforms into numerous variables, so that it is convenient to analyze the collected information by analyzing the numbers that stand for different themes. Since there are various types of software that can analyze the data for content analysis method, coding makes it easy for researcher to learn the information from companies' social media platforms.

Procedure and Measure

This study was conducted using a content analysis of the social media networks Facebook, Twitter, and LinkedIn operated by three large public accounting firms, Deloitte, PwC, and KPMG. The study was conducted in the English-language only. The three social media sites were accessed through links provided on firms' official website. The social media icons were displayed on the home page. Based on the each different social media platform, and posted information on social media sites, it is possible to view all the posted information by clicking "show more updates." However, the posts within two weeks, starting from the first post, were selected for this study. The first post started on March 23rd.

Each individual post on every social network site was used for analysis, and each of them will be coded based on the following five variables: the number of followers, the theme of each post, the number of likes, the number of shares, and the type of content. The major part of five variables was the theme of each post. The theme of each post was coded using the categories assigned to each company for each post based on time period. The research study will adapt seven major categories identified by Eschenbrenner, Nah and Telaprolu (2012): recruitment and selection, socialization and onboarding, training and development, knowledge sharing, branding and marketing, creativity and problem solving, and influencing organizational culture/change. These seven categories are regarded as the major tools for analyzing content on social media platforms. When coding each post on social networks, the coder automatically codes every variable at the same time, and collects data into an Excel spreadsheets.

Eschebrenner, Nah, and Telaprolu (2012) provided detailed descriptions for each category, in order to help understand the coding system: the recruitment and selection means to identify high-caliber, qualified candidates through social media, enhancing the quality of candidates who

are recruited; socialization and onboarding to facilitate identifications, to make connections with

the firms, and to socialize with and among the employees; the training and development entails

developing skills with high-quality training so that it can be efficient and cost effective; the

branding and marketing to promote the firm's brand and to display its marketing goals or

purposes; knowledge sharing regarding the information or updates that firms shares through

social media, including many types of messages or issues; influencing organizational

culture/change encompasses existing culture or fostering cultural change; and the creativity and

problem-solving, which relates to the ability to develop solutions to problems, as well as

facilitate innovation and idea generation. The numbers one to seven to stand for seven different

themes for one variable, because quantitative research generally uses the numbers to stand for

specific items, so that it is convenient to analyze collected data and to answer the research

questions. The detailed coding instruction will be present in a later section.

    After setting up the coding instruction, one necessary thing left was to test if the coding

categories were matching up to the posts on each social media platform. Therefore, there was a

pretest to ensure everything was working properly. There were two testers to code the same

content selected from social media platforms. This study selected the same public firms, and

selected the contents displayed around two years ago. There were 30 posts from each social

media platform selected for pretest, which included 180 posts in total, and two testers coded the

same content with the same coding instructions. The collected data was analyzed with software

to check whether coding instruction were effective and valid. The pretest results are below:

LinkedIn:

Symmetric Measures

		Value	Asymptotic Standardized Error[a]	Approximate T^b	Approximate Significance
Measure of Agreement	Kappa	.831	.080	8.375	.000
N of Valid Cases		32			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Twitter:

Symmetric Measures

		Value	Asymptotic Standardized Error[a]	Approximate T^b	Approximate Significance
Measure of Agreement	Kappa	.771	.105	6.159	.000
N of Valid Cases		32			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Facebook:

Symmetric Measures

		Value	Asymptotic Standardized Error[a]	Approximate T^b	Approximate Significance
Measure of Agreement	Kappa	.851	.083	7.749	.000
N of Valid Cases		32			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

So, based on the pretest result, the values of Kappa are 0.831, 0.771, and 0.851, which are higher

than 0.70. If the value of Kappa is greater than 0.70, which means there were over 70 percent of

numbers that were the same, and the two testers tended to have similar concepts regarding coding instruction. Given this, the coding instructions were deemed valid and effective for the actual coding process.

The success of this pretest means that the researcher can continue to use the coding instruction to accomplish the coding goals. The first section of the coding process was to open each firm's social media platform, and use the coding instruction to begin. The most important thing was that each post must be coded one by one so that the collected data can be organized and accurate. The second section required inputting the collected data into one specific software to then analyze the data. The present study used IBM SPSS software. The last step included calculating the results, and then analyzing the data.

Summary

In Summary, the present study explained and justified the choice of theories and choice of corporations researched, including various reasons that demonstrated the necessity of theories companies for the present study. The quantitative research and content analysis method provided foundations for the present study. The research design and procedures give the detailed information about the research process. The research procedures were conducted using numerical results so that they would be easier to quantify, and so that they would be clear and understandable. The next chapter will be the presentation of results and discussion.

Chapter Four

Results and Discussions

The results were coded and entered into SPSS, where various sample tests were used to analyze the results based on the different research questions. The overall statistics analysis can be found in Table 1, and the rests of the details can be found in Appendix. Since each research question focuses on different variables, the findings in this chapter will be divided into various categories based on the tests from SPSS. The major section of this chapter will display the findings toward five research questions provided in Introduction chapter.

RQ 1: What are the major objectives of each social media platform for three large public accounting firms?

RQ 1 addressed the major objectives or primary information from each social media platforms of three firms. Based on the coding instruction on methodology chapter, there are seven categories/themes coded based on each post on Facebook, Twitter and LinkedIn. Based on the statistics exhibited on Table 1 and other charts in Appendix II, for Facebook of Deloitte, there are 19.2% of posts socialization and onboarding, 3.8% of posts are training and development, 46.2% of posts are knowledge sharing, and 30.8% of posts are branding and marketing. The results of Deloitte's LinkedIn shows 2.6% of researched posts are recruitment and selection, 13.2% of the posts are socialization and onboarding, 57.9% of information are knowledge sharing, 13.2% of the posts are branding and marketing, 7.9% of the posts are creativity and problem solving, and 5.3% of the posts are organizational culture/change. For Deloitte's Twitter, it appears that 20.9% of the tweets are about socialization and onboarding, 0.9% of the tweets are about training and development, 40.9% of the tweets are about knowledge

sharing, 27.3% of the tweets are about branding and marketing, 6.4% are about creativity and problem solving, and 3.6% of them are about organizational culture/Change.

PwC's Facebook results show 6.8% of the posts are socialization and onboarding, 40% of them are knowledge sharing, and 25.7% of the posts are about branding and marketing. Based on the results of PwC's LinkedIn site, it indicates 22.6% of the posts are about socialization and onboarding, 52.8% of them are about knowledge sharing, 22.6% of the posts are about branding and marketing, and 1.9% of the LinkedIn posts are about creativity and problem solving. PwC's Twitter shows 1.1% of the tweets are about recruitment and selection, 29.4% of them are about socialization and onboarding, 49.2% of the tweets are about knowledge sharing, 18.1% of the tweets are branding and marketing, and 2.3% of them are about creativity and problem solving.

For the results of accounting firm KPMG, its Facebook results show that 19.4% of the posts are about socialization and onboarding, 49.3% of them are about knowledge sharing, 29.9 of the post are about branding and marketing, and 1.5% of them about creativity and problem solving. Based on KPMG's LinkedIn results, it appears that 25.2% of the posts are socialization and onboarding, 45.8% of them are about knowledge sharing, 26.7 of them are branding and marketing, and 2.3% of them are about creativity and problem solving. KPMG's Twitter results show that 0.7% of the tweets are about recruitment and selection, 22.5% of them are about socialization and onboarding, 43.7% of them about knowledge sharing, 31.8% of the tweets about branding and marketing, and 1.3% of the tweets are about creativity and problem solving.

Table 1-Statistics

		Facebook-Deloitte	LinkedIn-Deloitte	Twitter-Deloitte	Facebook-PwC	LinkedIn-PwC	Twitter-PwC	LinkedIn-KPMG	Twitter-KPMG	Facebook-KPMG
N	Valid	26	38	110	35	53	177	131	151	67
	Missing	151	139	67	142	124	0	46	26	110
Mean		3.885	4.105	4.082	3.571	3.811	3.605	3.809	3.874	3.940
Median		4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Mode		4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Std. Deviation		1.0706	1.3109	1.3072	1.2196	1.0929	1.1830	1.1577	1.1507	1.0714
Skewness		-.814	-.052	-.154	-.331	-.620	-.357	-.525	-.708	-.793
Std. Error of Skewness		.456	.383	.230	.398	.327	.183	.212	.197	.293
Range		3.0	6.0	5.0	3.0	4.0	5.0	4.0	5.0	4.0
Minimum		2.0	1.0	2.0	2.0	2.0	1.0	2.0	1.0	2.0
Maximum		5.0	7.0	7.0	5.0	6.0	6.0	6.0	6.0	6.0
Sum		101.0	156.0	449.0	125.0	202.0	638.0	499.0	585.0	264.0

Based on the results from each firm's social media platforms, it indicates that the major four objectives, or the primary information the firms want to deliver, are socialization and onboarding, knowledge sharing, branding and marketing, and creativity and problem solving. The firms may regard these four objectives as the major social usage for their benefits.

RQ1a: Are there any differences regarding the number of likes between different objectives on each social media platform?

In order to test the relationship between the number of likes and the objectives on each social media platform, the correlation test is necessary. The researcher used SPSS to run correlation tests, the results shows below in Table 2. Based on the analysis from Table 2, the data highlighted with color of yellow should be noticed: 0.163 for Facebook, 0.285 for LinkedIn, 0.353 for Twitter. Since the level of significantly differences are 0.05 and 0.01, so, the for the results of those three data, it shows there is no significantly difference between the number of likes and the objectives on each social media platform. Those three data are only for Deloitte's social media platforms.

Table 2: Correlations

		Facebook-Deloitte	FBLikes-Deloitte	LinkedIn-Deloitte	INLikes-Deloitte	Twitter-Deloitte	TWLikes-Deloitte
Facebook-Deloitte	Pearson Correlation	1	.282	-.093	.051	-.016	.082
	Sig. (2-tailed)		.163	.650	.803	.938	.691
	N	26	26	26	26	26	26
FBLikes-Deloitte	Pearson Correlation	.282	1	.149	-.088	-.159	.018
	Sig. (2-tailed)	.163		.466	.671	.438	.931
	N	26	26	26	26	26	26
LinkedIn-Deloitte	Pearson Correlation	-.093	.149	1	-.178	.150	-.013

	Sig. (2-tailed)	.650	.466		==.285==	.369	.938
	N	26	26	38	38	38	38
INLikes-Deloitte	Pearson Correlation	.051	-.088	-.178	1	-.033	.006
	Sig. (2-tailed)	.803	.671	.285		.844	.973
	N	26	26	38	38	38	38
Twitter-Deloitte	Pearson Correlation	-.016	-.159	.150	-.033	1	-.089
	Sig. (2-tailed)	.938	.438	.369	.844		==.353==
	N	26	26	38	38	110	110
TWLikes-Deloitte	Pearson Correlation	.082	.018	-.013	.006	-.089	1
	Sig. (2-tailed)	.691	.931	.938	.973	.353	
	N	26	26	38	38	110	110

Table 2.1 and Table 2.2 on Appendix III show the results for PwC and KPMG. Based on the Table 2.1, which is for the firm PwC, the three number that should be notified are 0.036 for Facebook, 0.672 for LinkedIn, and 0.006 for Twitter. The number 0.036 is less than 0.05, and the number 0.006 is less than both 0.05 and 0.01, so, the relationship between the number of likes and the objectives of posted information on both Facebook and Twitter is significantly different.

RQ 2: What is the relations between the market size of each social media platform, the number of likes, and the number of shares for each post?

First, the market size means the number of followers for each social media platform. Table 3 indicates the number of total followers on each social media platform for three firms, and Table 3.1 shows the frequency of the number of likes and shares. In Table 3.1, the highest number of likes and shares on Deloitte's Facebook are 1100 and 444; the highest number of likes and shares on Deloitte's LinkedIn are 685 and 0; and the maximum of likes and shares on Twitter are 183 and 284.

Table 3.2 and 3.3 on Appendix V indicate the results for PwC and KPMG's analysis. In

table 3.2, it shows the highest numbers of likes and shared on Facebook are 1600 and 80, the

highest numbers on LinkedIn are 694 and 0, and highest numbers on Twitter are 98 and 113. In

Table 3.3 of KPMG, the highest numbers of both likes and shares are 69 and 1, 189 and 0 are the

highest number on LinkedIn, and 40 and 34 are highest numbers in Twitter.

In addition, compared the total number of followers in each social media platform, the

highest numbers of likes and shares towards each post are not enough, which means the number

of likes and shares only take little percentage of total followers. Also, based on the table 3.1, 3.2

and 3.3, the mode, mean and median don't show enough number that can be comparable with the

total number of followers.

Table 3: The Number of Followers

	Facebook	LinkedIn	Twitter
Deloitte	62034	63600	1829938
PwC	8053	124000	1081401
KPMG	2503	394298	56200

Table 3.1 Statistics for Deloitte

		FBLikes-Deloitte	FBShares-Deloitte	INLikes-Deloitte	INShares-Deloitte	TWLikes-Deloitte	TWShares-Deloitte
N	Valid	26	26	38	38	110	110
	Missing	151	151	139	139	67	67
Mean		113.731	39.923	134.132	.000	6.127	7.200
Median		27.500	1.000	65.000	.000	3.000	4.000
Mode		6.0	.0	22.0[a]	.0	2.0	1.0
Range		1097.0	444.0	675.0	.0	183.0	248.0
Minimum		3.0	.0	10.0	.0	.0	.0
Maximum		1100.0	444.0	685.0	.0	183.0	248.0

a. Multiple modes exist. The smallest value is shown

RQ 2a: For each individual social media platform, what is the relationship between the post theme, likes and shares?

The researcher still ran the correlation tests to find out the relationship between the post them/objective, the number of likes, and the number of shares. Table 4 shows the result for Deloitte's Facebook analysis. Based on the Table 4, the three number should be noticed are 0.163, 0.123, and 0.000. Since the correlation is significant at the 0.01, so any number that is equal or less than 0.01 is significant. Therefore, the relationship between the Deloitte's Facebook Shares and the Facebook likes is significantly different. Table 4.1 and Table 4.2 shows the result for Deloitte's LinkedIn and Twitter. The highlighted numbers in both Table 4.1 and 4.2 are used for analysis. For Deloitte's LinkedIn, there is no relationship between the objective of the posts, the number of likes and shares. However, for Deloitte's Twitter, the result indicates that there is significantly difference between the number of likes and shares.

Table 4-Correlations

		Facebook-Deloitte	FBLikes-Deloitte	FBShares-Deloitte
Facebook-Deloitte	Pearson Correlation	1	.282	.310
	Sig. (2-tailed)		.163	.123
	N	26	26	26
FBLikes-Deloitte	Pearson Correlation	.282	1	.995[**]
	Sig. (2-tailed)	.163		.000
	N	26	26	26
FBShares-Deloitte	Pearson Correlation	.310	.995[**]	1
	Sig. (2-tailed)	.123	.000	
	N	26	26	26

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.1 Correlations

		LinkedIn-Deloitte	INLikes-Deloitte	INShares-Deloitte
LinkedIn-Deloitte	Pearson Correlation	1	-.178	.ª
	Sig. (2-tailed)		.285	.
	N	38	38	38
INLikes-Deloitte	Pearson Correlation	-.178	1	.ª
	Sig. (2-tailed)	.285		.
	N	38	38	38
INShares-Deloitte	Pearson Correlation	.ª	.ª	.ª
	Sig. (2-tailed)	.	.	
	N	38	38	38

a. Cannot be computed because at least one of the variables is constant.

Table 4.2 Correlation

		Twitter-Deloitte	TWLikes-Deloitte	TWShares-Deloitte
Twitter-Deloitte	Pearson Correlation	1	-.089	-.039
	Sig. (2-tailed)		.353	.682
	N	110	110	110
TWLikes-Deloitte	Pearson Correlation	-.089	1	.935**
	Sig. (2-tailed)	.353		.000
	N	110	110	110
TWShares-Deloitte	Pearson Correlation	-.039	.935**	1
	Sig. (2-tailed)	.682	.000	
	N	110	110	110

**. Correlation is significant at the 0.01 level (2-tailed).

The results for PwC show from Table 4.3 to Table 4.5, which are identified in Appendix IV.

The three correlation numbers of PwC's Facebook result are 0.036, 0.041 and 0.000. 0.036

stands for the relationship between the objective/them of the posts and the number of likes; 0.041

is for the objectives/theme and the number of shares, while 0.000 is for the number of likes and

the number of shares. Since those three number are all less than 0.05, and 0.000 is less than 0.01,

so the relationship between the objectives, the number of likes, and the number of shares is mutually significant.

The result for KPMG show from table 4.6 to table 4.8 in Appendix IV. The three number recorded are 0.876, 0.559, and 0.000. Since 0.876 and 0.559 are both greater than 0.05, so both of them are identified as significantly different. However, 0.000 is less than 0.01, and 0.000 stands for the relationship between the number of shares and the number of likes, so, the relationship between them is significantly different.

RQ 2b: What is the relations between the type of content (shared or original), the number of likes and the number of shares?

RQ2b addressed to test if the types of the content can influence the people's willingness to like and to share. The types of content include shared and original content. Shared content includes the content that the firm gets from somewhere else, and shares others' information on its social media platform. The original content includes the content that is created within the company, and the content could be created from organization's official website or its press organization. In order to find the relations between the types of contents, t-test on SPSS was run, and the results are address on table 5 and 5.1. (Appendix VI) Based on the results below, there is no significant differences between the type of contents, the number of likes, and the number of shares on Facebook.

The table 5.2 to table 5.9 indicate the results for Deloitte's Twitter, PwC's Facebook and Twitter, and KPMG's Twitter account. There is no results for LinkedIn became LinkedIn did not show the number of shares on its website, so the number of shared for LinkedIn is all 0. Also, there is no result for KPMG's Facebook analysis because the people hardly share information from its Facebook posts.

Based on the table 5.2 to 5.9, the results only show that there are significant differences in their Twitter site, which means there is a significant differences between the types of content, the number of likes and number of shares. The table 5.3, 5.7 and 5.9 show indicate that people tend to like and share more original type of content than shared content. The number of original contents and the number of shared contents are having a big difference based on the testing results.

Table 5 Deloitte Group Statistics

	FBContent-Deloitte	N	Mean	Std. Deviation	Std. Error Mean
FBLikes-Deloitte	Shared Content	13	134.077	295.5820	81.9797
	Original Content	13	93.385	221.7174	61.4933
FBShares-Deloitte	Shared Content	13	47.615	121.3820	33.6653
	Original Content	13	32.231	101.3748	28.1163

Discussion and Suggestions

After reviewing the results from the collected data, several conclusions may be derived from the results. The following section will focus on discussing the results, analyzing the conclusions derived from the study, and providing necessary suggestions based on different perceptions of social media usage.

Content Marketing

The present study examines social media usage and social media's role for public accounting firms. From the results for RQ1, the three largest public accounting firms generally focus on using their social media platforms to post information, such as knowledge sharing, branding and marketing, as well as socialization and onboarding. Ployhart (2012) indicated the potential benefits and potential risks. Socialization and onboarding is a great way to identify the organization, enhance its commitment (Ployhart, 2012). At the same time, Socialization and onboarding can reduce turnover and improve employment compatibility and job satisfaction (Ployhart, 2012). Knowledge sharing is a primary objective for accounting firms to use social media. The accounting firms prefer to share various kinds of information with their audience, including industry updates, new technologies, new programs, and conference information. Knowledge sharing is fast and inexpensive dissemination of information and is easy sharing of knowledge from few to many (Ployhart, 2012). Another significant part of using social media is to brand and market for certain purposes. With the popularity of social media in this digital age, most organizations choose to utilize social media to brand themselves and to spread their market size. Branding and marketing creates the ability to reach new customers, gain customers' loyalty, and increases time savings and cost efficiency (Ployhart, 2012). Social media is a necessary and important platform for organizations to brand and market. The content posted on social media is

the key to reach various kinds of audiences. Knowledge sharing, socialization and onboarding, and branding and marketing are three approaches or objectives that three public accounting firms used for their social business.

However, it is helpful to use social media to cover all kinds of information, not only knowledge, socialization, branding and marketing. Social media will not work for most brands without valuable, consistent, and compelling information creation and distribution (Pulizzi, 2014). The goal of social media is to build an audience, one that loves your content so much that it leads to subscription (Pulizzi, 2014). In addition, Pulizzi (2014) provides the six principles of epic content marketing: fill a need, be consistent, be human, have a point of view, avoid "sales speak," and be best of breed. Meeting the needs of both organizations and audience are the purposes of content marketing. Creating excellent content through social media will enhance the organizations to move forward with confidence.

The present study provides the results that even though there are seven types of themes or seven applications of social media, the public accounting firms still only focus on three of them. They have a high percentage of knowledge sharing and marketing and branding on their social media's posts. Although the knowledge sharing and branding and marketing are important for organizations to attract an audience, they still need to focus on other types of information, such as recruitment and selection, training and development, or influencing organizational culture/change. Various types of content can encourage different people to share with their own community, so as to reach a larger community circle. For example, people would like to care about the issues related to them such as jobs. If the accounting firms post some information about what they expect from their prospective employees, or what kinds of qualities the potential employees should have. Sometimes, the accounting firms can share some information about job

opportunities on social media platforms. The posts related to recruitment and selection are very helpful for people to find the guidance, directing work towards the goals of both accounting firms and people. Also, posts also could include the information about training and development. Social media is changing the nature of business and introducing new learning and development needs (Harold, 2014). Displaying the training and development purpose on social media is a great way to connect with current employees and to target potential employees. With the fast development of social media for current ages, the business needs to realize the importance of utilizing social media to promote a wide range of information that is necessary and helpful to the development of the company. Firms also have access via social media to an unprecedented amount of data about individuals, which can be used for a range of business purposes, including market research, networking, and recruitment (Harold, 2014). Therefore, the information or the content the firms post on social media is very important, allowing the firms to keep great social relations with their audiences and followers.

Position the Brand

RQ1 addressed the information about the primary objectives of each accounting firm's social media platform. The results indicated the two major objectives knowledge: sharing and branding and marketing. The branding and marketing objective encompasses enhancing branding efforts or brand awareness, promoting existing products, improving customer relationships, cultivating new leads through social media (Eschebrenner, Nah, and Telaprolu, 2015). Compared to three public accounting firms, it looks like they have a similar percentage of branding marketing in their social media posts, which is around 30% of total posts. During the coding system, the researcher found out that most posts about the branding and marketing are the awards

or recognition they earned and their sponsorships towards some specific program or companies. Those two are the main contents for their branding and marketing strategy on social media.

However, there are other ways to position their brands on social media. The first way is to focus on the contents themselves, which is similar to content marketing. Since content is key to attract people's eyes within a specific period of time when people start to look at the social media posts, the specific words in the content should be noticed when the companies start to post something on social media. The editors for the content are significant in creating the content on social media. The editors have a critical role in the content marketing process and are probably the most sought after by brands today (Pulizzi, 2014). Also, the content they create has to be outstanding and different from others. Most brands have been doing things the same way for so long that thinking like a publisher is quite taxing (Pulizzi, 2014). Based on the results and coding process for three public accounting firms, Deloitte, PwC, and KPMG have been doing things the same way for their social media. They prefer to share the knowledge from their official website or from others, and they are basically doing a similar thing with each other. Sometimes, they may share some great information with customers in the community, but most of the time, they only share some news or information that people think they can read anytime. What they should realize is the need to attract people to their content, and to have people read at the moment when they see the post.

The second way to position the brand is to embrace the cross-culture. Deloitte, PwC, and KPMG are international companies, which are also the leaders within the accounting industry. So, they should be using social media to show their missions or purposes in creating a cross cultural organizations. Social Media sites, such as LinkedIn, Twitter, and Glassdoor can be used to recruit talent with the right cross-cultural competencies (Charles, 2016). Showing the

willingness and tendency of embracing the people with various cultural background on social media not only can attract the people from different nations, but also can have native people know the cultural focus of the company. The purpose of social media is to connect people from all the places, and to attract different types of people to focus on the brand or the company itself. Developing the social media strategies is very necessary for companies to lead the people to their products or services. Using social media as a vehicle for the training of cross-cultural skills is not only an effective prospect, but also a constantly evolving one (Charles, 2016). In addition, the companies could establish a social media culture that can lead the whole accounting industry to move forward to catch up the current technologies.

The third way to position their bands is to differentiate themselves with other competitors or similar companies in the industry, and to differentiate themselves within their different social media platforms. RQ2 addressed the relations between the market size on social media, the number of likes, and the number of shares. Based on the results above, although they have many followers on three major social media platforms, the people who like and post or share the post are only a small part of total followers. Deloitte, PwC, and KPMG have various kinds of information on their social media platforms, but sometimes they post similar information with each other. They are all public accounting firms, and they compete with each other all the time, so they need to learn how to differentiate with their competitors. For example, if they post similar information, they need to have a creative way to attract their targets and to drive people to "walk" with them.

The fourth way to position their brands is to identify the functions of each social media platforms. One issue of their social media post is that they post the same information on three different social media platforms. However, they need to learn the different functions of Facebook,

Twitter, and LinkedIn. Those three social media platforms have different purposes and missions towards different groups of people. The major features of three social media platforms are as follows. Facebook is considered the prototypical social network site (SNS). Facebook has a number of features available to users, including friend requests, "tagging" others, posting comments, posting pictures, and creating status updates with most features facilitating interaction between a user and his or her community of friends (Davenport etal., 2014). Facebook also offers the facility to send private and public messages to other users and even engage in real time instant messaging (Hughes, 2011). Twitter is a microblogging SNS that is different from profile SNS like Facebook because users do not build a full profile on Twitter (Davenport etal., 2014). Although "conversations" can occur using Twitter, the medium is designed for one-way interactions where users "tweet" information to their contacts (Davenport etc., 2014). Twitter, as its focus seems to be on the sharing of opinion and information rather than on reciprocal social interaction (Hughes, 2011).

LinkedIn is a business-orientated social networking service that helps individuals create and maintain an online profile in order to build up a professional network (Power, 2015). Three social media sites have their own targets and their values for the people in their social networks. It is clear to see the differences between those three social media platforms. LinkedIn's professional purpose is fundamentally different to those of Facebook and Twitter; with Facebook's mission to allow people to stay connected with friends and family, to discover what's going on in the world, and to share and express what matters to them (Power 2015). Twitter aims to give everyone the power to create and share ideas and information instantly, without barriers (Power, 2015). Therefore, based on the differences of three social network sites, the companies should have their strategic plans to work towards different targets or audiences.

They should post the information that is suitable and matching to the people who use those sites often and the people who care about the specific social network sites.

The final method to position the brand is to create an online community where the companies should frequently interact with the community members or targets. When the research codes the content on their social network sites, it is hard to find the interactive conversations between administers and the audience. It is significant to create an interactive community so that each one who comes to visit the website could know that the organizations pay attention to what their customers think and how they respond to customers' problems. Interaction is very important for social media networks, and it will create beneficial values for the companies, increasing their brands' reputations and responsibilities. In modern society, social media sties create the opportunities to connect with each other without actual face-to-face meeting. However, although people can see the updates about their friends, they still lack communication with each other. It is similar to organizational operation on social media. The more advanced the technologies get, the more time the companies should spend on interacting with their customers or audience.

Positioning Roadmap

The previous sections talked about how to position the brand well, and the following section will talk about the process of positioning the brand. Riezebos and Grinten (2012) provided a positioning roadmap in their book. It shows the five steps to position the brand, which is very helpful for the accounting firms to learn to use social media to position their brand:

Positioning Process:

Internal Analysis		
Step 1	Corporate Identity Analysis	History; business orientation; core competencies; vision and mission; corporate culture; corporate and customer values
Step 2	Brand Architecture Analysis	Brand-name strategy; brand portfolio; sub-branding
External Analysis		
Step 3	Target Group Analysis	Mind management: means-end analysis
Step 4	Competitor Analysis	Competitive environment: positioning approaches
Final Analysis		
Step 5	Choosing a market position	choosing a means-end chain; choosing values, meanings/consequences and attributes; completing the brand positioning sheet; choosing products; boosting brand awareness; evoking brand associations

(Riezebos and Grinten, 2012. Infographic creation of the researcher)

The ways they proposed to position the brands are from internal analysis to external analysis. For internal analysis, the company should identify themselves, looking at their history, their core competencies, why they exist and what is necessary to position the brand. For external analysis, they should focus on their customers by doing various studies. Also, they also need to analyze their competitors or similar companies in their industries. Both internal and external analysis provide a comprehensive understanding of the means to position their brands. After they have a clear understanding and analysis about themselves, using social media to start branding will be easier and more convenient.

Summary

This chapter focuses on providing the results from the research and discussions based on the results and findings. The findings from research exhibited the roles or objectives that three public accounting firms want to deliver, demonstrating their major social media usages. The findings for each research question were providing the evidence to the discussion. The discussion section

focuses on the content marketing and positioning the brand because social media content is the key for followers or audiences to pay attention to. Great contents on social media can interest people and encourage them to share with their own community. In addition, utilizing the social media to position the brand is their task to adapt to the digital age. Traditional media may help in some ways, but social media provide an advanced help for branding and marketing. Social media is an adventure for companies to get involved in and to learn how to adapt to the new ways to help the companies grow.

Chapter Five

Limitations and Future Research

Limitations

Although this study provided valuable knowledge to the topic of social media's role for public accounting firms and how they should position their brands through social media, it was not perfect. The study used a content analysis method to analyze the social media usage for three public accounting firms — Deloitte, PwC, and KPMG. Content analysis is a great way to know the social media information. However, there are several limitations which will be address in this chapter.

First and most importantly, the number of samples is limited. For this study, the research took the posts within the two weeks from the earliest post, which is limited for some social media platforms. For example, the sample size from Facebook was small, which was around 30 posts because the company did not post much information on its Facebook page. The smaller the sample is, the less accurate the result it gets. However, the tweets collected from Twitter within the two weeks were around 150, which was still not enough for analysis. Generally, the more posts the research collects, the more accurate the result will be. So, the future studies should attempt to increase the sample size to increase the accuracy of the results.

The second limitation is the coding process. Coding instruction is perfect for directing researchers to code, but the way of coding is limited since the coder used different categories to code each post, and the coder only read the words of the content, regardless of other types of content, such as pictures or videos. The present study only focused on the textual coding process and collected data based on the summary of textual information. Sometimes, the pictures or the

videos could influence the themes or the coding results. Therefore, the study should pay attention to the pictures or the videos on each posts.

The third limitation of the present study is the research targets: Deloitte, PwC, and KPMG. Deloitte, PwC, and KPMG are three of the four largest public accounting firms over the world, and they basically lead the whole accounting industry. Since they are huge companies, they adapted to the social media faster than the second-tier or other public accounting firms. There are already so many posts on each of their social media platforms, so it is clear to analyze the contents. The researched targets limited the research by only focusing on large public accounting firms, ignoring the midsized or small public accounting firms. Social media has already swept the world. Most companies have already adapted to using social media to brand and market their products and services. So, focusing on the large public accounting firms limited the findings of the accuracy and legitimacy of whole public accounting industry.

The fourth limitation for this research paper is that the researcher focused on three public accounting firms' social media platforms: Facebook, Twitter, and LinkedIn. The researcher coded the post themes, the number of likes, the number of shares, the number of followers, and the type of content (shared or original). So, there are basically five items to code for each social media platform, adding up to coding around 45 times (15 times for each platform) to code. Coding 45 times may provide very general results and not go deeper to analyze. Analyzing two large public accounting firms, instead of three, may provide more detailed results and may help to compare and contrast their social media usage.

The last limitation of this present study is the current research paper did not clarify the different features of three social media platforms. The research basically treats the three social media platforms as the same kinds of social network sites. Indeed, Facebook, Twitter, and

LinkedIn have different features and functions for their active users. However, the present study did not focus on the differences of these sites and regarded the three platforms as the same. When analyzing the different social network sites, it is important to identify their own features and function, then to analyze the contents based on their features and functions. While analyzing in this way is complex, it still would be better way for content analysis.

Recommendations for Future Research

Given the methodology of the present study, there are some suggestions for future research. First, the present study focused on the content analysis of posts on Facebook, Twitter, and LinkedIn, and sample size was not large enough, so for future research, the researcher could increase the sample size, even more than 500 posts for each social media platform. A large sample size will increase the accuracy and legitimacy of the results and findings.

The methodology of the present study only focused on the content, likes and shares. In order to have detailed analysis of social media usage for companies, research on the audience or followers within the community is necessary. Community mainly consists of followers, administrators and the message displayed on the community. Future research should also focus on the followers. There are different ways to reach the community followers, such as conducting a simple survey and administering it to the community to have them respond to you. Sometimes, studying followers' comments on the community also could be used as the way to learn organizational influences to customers. Learning the behaviors of the followers is also very important for social media usage.

The present study analyzed the social media usage of three large accounting firms and how they can brand them through social media sites. For future research, the researcher could focus on the specific topics that are related to social media usage, such as crisis communication in

social media. Although the present study did not address any information about social media crisis communication, it is still worth studying, especially for accounting industry. It is significant for companies to use social media as tool to manage crisis communication. The theories such as chaos theory or image repair theory could be used for studying crisis communication.

Other than crisis communication, the future researcher could focus on other topics, such as gaining the trust by utilizing the social media or evaluating the impacts of social media for their customers. Studying the objectives of social media usage for public accounting firms is the base and foundation to learn the impacts of social media. If the future researcher could study the public trust by studying social media, then it would be beneficial if the public accounting firms notice and pursue the public trust. Crisis communication and public trust could be regarded as similar topics if the future researcher combines them and studies them at the same time.

Another way that the future researcher could study is to contact both public firms and the customers to see how social media can help them to maintain their relationships. The study is going to take time, and might be hard to accomplish, but if someone could finish the procedure, it would be very helpful for organizational development and customer relations. The study can focus on making surveys or conducting interviews with people and contact the manager of social media department in the firms. At the same time, the researcher could study how many posts on a firm's social media platform are displaying the information about maintaining customer relationships.

For people who are professionals in the accounting industry, they can do some research about how to combine social media with the accounting industry. Combing social media with accounting is not very easy because they are two totally different industries. Using social media

effectively to help accounting to promote may be the direction, but there may be more issues or topics the future researcher can find out. The future researcher also could focus on combining social media with the public's trust in an auditing service.

With the development of social media, most industries want to integrate with social media to help them brand and market. Finding the necessary ways and utilizing the effective method to use social media is significant for organizational development, especially for the accounting industry. Social media is becoming a popular phenomenon over many industries, so with help of social media, the accounting organizations should use it wisely and efficiently.

Conclusion

The goal of the present study was to examine social media's role for public accounting firms and how social media can help accounting firms to position their brand. As three of four largest public accounting firms, Deloitte, PwC, and KPMG were chosen for this study because they have already adapted to the social media and they have enough information to help with this research study. The three social media platforms, Facebook, Twitter and LinkedIn were also chosen for the study because they are extremely popular throughout the world, providing the specific features for organizational purposes. The study had the following research questions:

RQ1: What are the major objectives of each social media platform for three large public accounting firms?

RQ1a: Are there any differences regarding the number of likes between different objectives on each social media platform?

RQ2: What is the relations between the market size of each social media platform, the number of likes, and the number of shares for each post?

RQ2a: For each individual social media platform, what is the relationship between the

post theme, likes and shares?

RQ2b: What is the relations between the type of content (shared or original), the number

of likes and the number of shares?

The literature chapter provided the major theories supporting the current studies: social

network theory and use and gratification theory. The methodology included the content analysis

method and research procedures for this study. The present study chose the posts within two

weeks on each social media platform. The researcher coded each post, from the earliest date,

based on the coding instruction (Appendix I).

The data was collected with Excel spreadsheets and entered into SPSS to have correlation

and t-test. The result for RQ 1 revealed the four major objectives/themes three public accounting

firms generally post: socialization and onboarding, knowledge sharing, branding and marketing,

and creativity and problem solving. Among those four objectives, the knowledge sharing took

largest percentage, which means every public accounting firm focuses on knowledge sharing

within the online community. RQ 1b and RQ2a revealed that there were no significantly

differences between the elements. Although the results showed there were no significant

difference, the researcher suggests that a large sample size would help more with the results

because based on the coding process, the relationship between the theme of posts, likes, and

shares was significantly different. However, the data results did not show that. The major reason

may be the small sample size. So, the future researcher should focus on a large sample.

RQ2 revealed that although the followers of each social media platform for public

accounting firms are large enough, the number of likes and shares of each posts was very small,

based on the number of followers. RQ2b revealed that only the relationship between the types of

content, likes, and shares was significantly different on Twitter. LinkedIn and Facebook did not show significant differences. In addition, there is one issue with LinkedIn; the LinkedIn website did not show the number of shares. So, the number of shares on LinkedIn recorded zero for all three public accounting firms.

Overall, the present study provides useful information for studying the social media usage and what information the public accounting firms post on their social media platforms. The public accounting firms did not reveal any information about how they position their brand or how they create their social media contents, but based on the data and result, it is clear to see. Social media continues to be a popular tool for public accounting firms to position their brand and to connect with their communities, but the firms need to know how to improve their efficiency and effectiveness in using social media. Utilizing social media for their benefits and values is a significant way to do social business. Social media is always going to be the add-in tool for public accounting firms to brand and market.

References

About Deloitte. (2016). Deloitte LLP. Retrieved from

http://www2.deloitte.com/us/en/pages/about-deloitte/articles/about-deloitte.html

A Uses and Gratifications and Social Media Approach to Understanding Online

Video Use and Content Recommendations. (2011). Conference Papers --

International Communication Association, 1-50.

About KPMG. (2016). KPMG. Retrieved from http://bir.sagepub.com/content/30/3/140

About PwC. (2016). PwC. Retrieved from http://www.pwc.com/us/en/about-us.html

Aula, P. (2010). Social media, reputation risk and ambient publicity management. *Strategy &*

Leadership, 38(6), 43-49.

Abrahams, A. S., Fan, W., Wang, G. A., Zhang, Z. (., & Jiao, J. (2015). An Integrated Text

Analytic Framework for Product Defect Discovery. Production & Operations

Management, 24(6), 975-990. doi:10.1111/poms.12303

Alexander, R. M., & Gentry, J. K. (2014, March). Using social media to report financial

results. Business Horizons. pp. 161-167. doi:10.1016/j.bushor.2013.10.009.

Blankespoor, E., Miller, G. S., & White, H. D. (2014). The Role of Dissemination in Market

Liquidity: Evidence from Firms' Use of Twitter™. Accounting Review, 89(1), 79-112.

doi:10.2308/accr-50576

Blanchard, O. (2011). Social media ROI: Managing and measuring social media efforts in your

organization. Indianapolis, IN: Que.

Brand. BusinessDictionary.com. Retrieved May 03, 2016, from

http://www.businessdictionary.com/definition/brand.html

Chapman, J. (2005). Comparative media history: An introduction: 1789 to the present. Cambridge, UK: Polity.

Charles Wankel, (2016) "Developing cross-cultural managerial skills through social media", Journal of Organizational Change Management, Vol. 29 Iss: 1, pp.116 - 124

Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches. Thousand Oaks, CA: SAGE Publications.

David John Hughes, Moss Rowe, Mark Batey, and Andrew Lee (2012). A tale of two sites: Twitter vs. Facebook and the personality predictors of social media usage, Computers in Human Behavior, Volume 28, Issue 2, March 2012, Pages 561-569. Retrieved from http://dx.doi.org/10.1016/j.chb.2011.11.001.

Dainton, M., Correa, G., Kohr, S., & Taormina, M. (2013). Public Perceptions of Organizational Social Media Use: A Uses and Gratifications Approach. Journal of New Communications Research, 5(2), 1-29.

Eschenbrenner, B., Fui-Hoon Nah, F., & Rajasekhar Telaprolu, V. (2015). Efficacy of Social Media Utilization by Public Accounting Firms: Findings and Directions for Future Research. Journal Of Information Systems, 29(2), 5-21. doi:10.2308/isys-50894

Holt, J., & Perren, A. (2009). Media industries: History, theory, and method. Chichester, West Sussex: Wiley-Blackwell.

Harold M. Schroeder, (2014) "Social media in business strategy: the learning and development implications",Development and Learning in Organizations: An International Journal, Vol. 28 Iss: 6, pp.12 - 15

Homburg, C., Ehm, L., & Artz, M. (2015). Measuring and Managing Consumer Sentiment in an
    Online Community Environment. Journal of Marketing Research (JMR), 52(5), 629-641.
    doi:10.1509/jmr.11.0448

Kessler, E. H. (Ed.). (2013). Encyclopedia of Management Theory. Thousand Oaks, US: SAGE
    Publications, Inc. Retrieved from http://www.ebrary.com

King, D. L. (2012). Face2Face: Using Facebook, Twitter, and other social media tools to create
    great customer connections. Medford, NJ: CyberAge Books/Information Today.

Kadushin, C. (2012). Understanding social networks: Theories, concepts, and findings. New
    York: Oxford University Press.

Lax, S. (2009). Media and communication technologies: A critical introduction. Basingstoke:
    Palgrave Macmillan.

Noll, A. M. (2007). The evolution of media. Lanham: Rowman & Littlefield.

Lazakidou, A. A. (2012). Virtual communities, social networks and collaboration. New York:
    Springer.

LaRose, R., & Eastin, M. S. (2004). A Social Cognitive Theory of Internet Uses and
    Gratifications: Toward a New Model of Media Attendance. Journal of
    Broadcasting & Electronic Media, 48(3), 358-377.

Nair, M. (2011). Understanding and measuring the value of social media. Journal of Corporate
    Accounting & Finance (Wiley), 22(3), 45-51. doi:10.1002/jcaf.20674

Power, A. (2015). LinkedIn: Facebook for professionals?. British Journal Of Midwifery, 23(3),
    196-198 3p.

Parsons, A. (2013). Using Social Media to Reach Consumer: A Content Analysis of Official
    Facebook Pages. Academy Of Marketing Studies Journal, 17(2), 27-36.

Ployhart, R. E. (2012). Social Media in the Workplace: Issues and Strategic Questions. SHRM

    Foundation Executive Briefing. Retrieved from:

    http://www.shrm.org/about/foundation/products/Documents/

    Social%20Media%20Briefing-%20FINAL.pdf

Pulizzi, J. (2014). Epic content marketing: How to tell a different story, break through the clutter,

    and win more customers by marketing less. New York: McGraw-Hill Education.

Quinn, K. (2016). Contextual social capital: linking the contexts of social media use

    to its outcomes. Information, Communication & Society, 19(5), 582-600.

    doi:10.1080/1369118X.2016.1139613

Qualman, E. (2013). Socialnomics: How social media transforms the way we live and do

    business. Hoboken, NJ: John Wiley & Sons.

Quan-Haase, A., & Young, A. L. (2010). Uses and Gratifications of Social Media: A

    Comparison of Facebook and Instant Messaging. Bulletin of Science,

    Technology & Society, 30(5), 350-361. Doi:10.1177/0270467610380009

Reitz, A. (2012). Social Media's Function in Organizations: A Functional Analysis

    Approach. Global Media Journal: Canadian Edition, 5(2), 41-56.

Rainie, H., & Wellman, B. (2012). Networked: The new social operating system. Cambridge,

    MA: MIT Press.

Riezebos, H. J., & Grinten, J. V. (2011). Positioning the brand: An inside-out approach.

    Abingdon, Oxon: Routledge.

Scott, J., & Carrington, P. J. (2011). The SAGE handbook of social network analysis. London:

    SAGE.

S., N. A., & Hendricks, J. A. (2012). Social media: Usage and impact. Lanham, MD: Lexington

Books.

Shaun W. Davenport, Shawn M. Bergman, Jacqueline Z. Bergman, Matthew E. Fearrington.

(2014). Twitter versus Facebook: Exploring the role of narcissism in the motives and usage

of different social media platforms, Computers in Human Behavior, Volume 32, Pages 212-

220. Retrieved from http://dx.doi.org/10.1016/j.chb.2013.12.011.

Singh, A. (2013). Social Media and Corporate Agility. Global Journal of Flexible Systems

Management, 14(4), 255-260. Doi: 10.1007/s40171-013-0043-8

Treadwell, D. F. (2014). Introducing communication research: Paths of inquiry. Thousand Oaks,

CA: SAGE Publications.

Vernuccio, M. (2014). Communicating Corporate Brands Through Social Media: An

Exploratory Study. International Journal of Business Communication, 51(3), 211-233. Doi:

10.1177/2329488414525400

Wamba, S. F., & Carter, L. (2014). Social Media Tools Adoption and Use by SMES: An

Empirical Study. Journal of Organizational & End User Computing, 26(2), 1-17.

doi:10.4018/joeuc.2014040101

Whiting, A., & Williams, D. (2013). Why people use social media: a uses and gratifications

approach. Qualitative Market Research: An International Journal, 16(4), 362-369. Doi:

10.1108/QMR-06-2013-0041

Wu He, Shenghua Zha, and Ling Li (2013). Social media competitive analysis and text mining:

A case study in the pizza industry, International Journal of Information Management,

Volume 33, Issue 3, June 2013, Pages 464-472, Retrieved from:

http://dx.doi.org/10.1016/j.ijinfomgt.2013.01.001.

W. Glynn Mangold, David J. Faulds (2009). Social media: The new hybrid element of the

    promotion mix, Business Horizons, Volume 52, Issue 4, July–August 2009, Pages 357-

    365, Retrieved from: http://dx.doi.org/10.1016/j.bushor.2009.03.002.

Why tube? (2011) Applying the uses and gratifications framework to social media production

    motives. Conference Papers – International Communication Association, 1-29.

Appendix I - Coding Instruction:

Posts: Each post of Facebook, Twitter and LinkedIn

Variables:

Variable 1: Theme Code

Use the following coding categories to assign the theme for each post on Facebook, Twitter and LinkedIn. This will enable to track the themes for each post.

1. The Recruitment and Selection objective entails identifying high-caliber, qualified candidates through social media with the aim of enhancing the quality of candidates who are recruited

2. Socialization and Onboarding refers to facilitating identification and making connections with the firm, as well as socializing with and among employees in the firm. Posts included various greetings such as welcome messages for new employees, employee stories, and messages to engage stakeholders in discussions or events by posting and asking questions and requesting their responses

3. The Training and Development objective entails developing skills with high-quality training in an efficient and cost effective manner

4. Knowledge Sharing. Posts included topics such as industry and regulatory updates, thought leadership discussions, as well as strategies and advice to address various existing or emerging issues.

5. Branding and Marketing was also an important objective that public accounting firms pursued with social media usage. Posts included announcing awards and recognitions earned, as well as advertising firm sponsorships and new firm developments.

6. The Creativity and Problem-Solving objective relates to the ability to develop solutions to problems, as well as facilitate innovation and idea generation

7. Influencing Organizational Culture/ Change, encompasses reinforcing existing culture or fostering cultural changes.

Variable 2: the number of likes for each post

Variable 3: the number of shares for each post

Variable 4: Content

1. Shared Content: content that are created by sharing other content from different places.

2. Original Content: content that are created by the organizations or from organization's official website.

Appendix II - Results for RQ1

Facebook-Deloitte

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Socialization and Onboarding	5	2.8	19.2	19.2
	Training and Development	1	.6	3.8	23.1
	Knowledge Sharing	12	6.8	46.2	69.2
	Branding and Marketing	8	4.5	30.8	100.0
	Total	26	14.7	100.0	
Missing	System	151	85.3		
Total		177	100.0		

LinkedIn-Deloitte

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Recruitment and Selection	1	.6	2.6	2.6
	Socialization and Onboarding	5	2.8	13.2	15.8
	Knowledge Sharing	22	12.4	57.9	73.7
	Branding and Marketing	5	2.8	13.2	86.8
	Creativity and Problem Solving	3	1.7	7.9	94.7
	Influencing Organizational Culture/Change	2	1.1	5.3	100.0
	Total	38	21.5	100.0	
Missing	System	139	78.5		
Total		177	100.0		

Twitter-Deloitte

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Socialization and Onboarding	23	13.0	20.9	20.9
	Training and Development	1	.6	.9	21.8
	Knowledge Sharing	45	25.4	40.9	62.7
	Branding and Marketing	30	16.9	27.3	90.0
	Creativity and Problem Solving	7	4.0	6.4	96.4
	Influencing Organizational Culture/Change	4	2.3	3.6	100.0
	Total	110	62.1	100.0	
Missing	System	67	37.9		
Total		177	100.0		

Facebook-PwC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Socialization and Onboarding	12	6.8	34.3	34.3
	Knowledge Sharing	14	7.9	40.0	74.3
	Branding and Marketing	9	5.1	25.7	100.0
	Total	35	19.8	100.0	
Missing	System	142	80.2		
Total		177	100.0		

LinkedIn-PwC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Socialization and Onboarding	12	6.8	22.6	22.6
	Knowledge Sharing	28	15.8	52.8	75.5

		Frequency	Percent	Valid Percent	Cumulative Percent
	Branding and Marketing	12	6.8	22.6	98.1
	Creativity and Problem Solving	1	.6	1.9	100.0
	Total	53	29.9	100.0	
Missing	System	124	70.1		
Total		177	100.0		

Twitter-PwC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Recruitment and Selection	2	1.1	1.1	1.1
	Socialization and Onboarding	52	29.4	29.4	30.5
	Knowledge Sharing	87	49.2	49.2	79.7
	Branding and Marketing	32	18.1	18.1	97.7
	Creativity and Problem Solving	4	2.3	2.3	100.0
	Total	177	100.0	100.0	

Facebook-KPMG

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Socialization and Onboarding	13	7.3	19.4	19.4
	Knowledge Sharing	33	18.6	49.3	68.7
	Branding and Marketing	20	11.3	29.9	98.5
	Creativity and Problem Solving	1	.6	1.5	100.0
	Total	67	37.9	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Missing	System	110	62.1		
Total		177	100.0		

LinkedIn-KPMG

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Socialization and Onboarding	33	18.6	25.2	25.2
	Knowledge Sharing	60	33.9	45.8	71.0
	Branding and Marketing	35	19.8	26.7	97.7
	Creativity and Problem Solving	3	1.7	2.3	100.0
	Total	131	74.0	100.0	
Missing	System	46	26.0		
Total		177	100.0		

Twitter-KPMG

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Recruitment and Selection	1	.6	.7	.7
	Socialization and Onboarding	34	19.2	22.5	23.2
	Knowledge Sharing	66	37.3	43.7	66.9
	Branding and Marketing	48	27.1	31.8	98.7
	Creativity and Problem Solving	2	1.1	1.3	100.0
	Total	151	85.3	100.0	
Missing	System	26	14.7		
Total		177	100.0		

Facebook-Deloitte
- Socialization and Onboarding
- Training and Development
- Knowledge Sharing
- Branding and Marketing

LinkedIn-Deloitte
- Recruitment and Selection
- Socialization and Onboarding
- Knowledge Sharing
- Branding and Marketing
- Creativity and Problem Solving
- Influencing Organizational Culture/Change

Twitter-Deloitte
- Socialization and Onboarding
- Training and Development
- Knowledge Sharing
- Branding and Marketing
- Creativity and Problem Solving
- Influencing Organizational Culture/Change

Facebook-PwC
- Socialization and Onboarding
- Knowledge Sharing
- Branding and Marketing

LinkedIn-PwC
- Socialization and Onboarding
- Knowledge Sharing
- Branding and Marketing
- Creativity and Problem Solving

Twitter-PwC
- Recruitment and Selection
- Socialization and Onboarding
- Knowledge Sharing
- Branding and Marketing
- Creativity and Problem Solving

LinkedIn-KPMG

- Socialization and Onboarding
- Knowledge Sharing
- Branding and Marketing
- Creativity and Problem Solving

Twitter-KPMG

- Recruitment and Selection
- Socialization and Onboarding
- Knowledge Sharing
- Branding and Marketing
- Creativity and Problem Solving

Facebook-KPMG

- Socialization and Onboarding
- Knowledge Sharing
- Branding and Marketing
- Creativity and Problem Solving

Appendix III – Test Results for RQ1a

Table 2.1 Correlations

		Facebook-PwC	FBLikes-PwC	LinkedIn-PwC	INLikes-PwC	Twitter-PwC	TWLikes-PwC
Facebook-PwC	Pearson Correlation	1	.355*	-.066	-.023	-.160	.065
	Sig. (2-tailed)		.036	.705	.896	.359	.711
	N	35	35	35	35	35	35
FBLikes-PwC	Pearson Correlation	.355*	1	-.104	-.087	-.085	.009
	Sig. (2-tailed)	.036		.551	.620	.627	.958
	N	35	35	35	35	35	35
LinkedIn-PwC	Pearson Correlation	-.066	-.104	1	.060	-.045	.089
	Sig. (2-tailed)	.705	.551		.672	.747	.527
	N	35	35	53	53	53	53
INLikes-PwC	Pearson Correlation	-.023	-.087	.060	1	-.218	.039
	Sig. (2-tailed)	.896	.620	.672		.116	.782
	N	35	35	53	53	53	53
Twitter-PwC	Pearson Correlation	-.160	-.085	-.045	-.218	1	-.205**
	Sig. (2-tailed)	.359	.627	.747	.116		.006
	N	35	35	53	53	177	177
TWLikes-PwC	Pearson Correlation	.065	.009	.089	.039	-.205**	1
	Sig. (2-tailed)	.711	.958	.527	.782	.006	
	N	35	35	53	53	177	177

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2.2 Correlations

		Facebook-KPMG	FBLikes-KPMG	LinkedIn-KPMG	INLikes-KPMG	Twitter-KPMG	TWLikes-KPMG
Facebook-KPMG	Pearson Correlation	1	.019	-.044	-.006	-.145	-.061
	Sig. (2-tailed)		.876	.721	.960	.243	.626
	N	67	67	67	67	67	67
FBLikes-KPMG	Pearson Correlation	.019	1	.036	-.045	.025	-.103
	Sig. (2-tailed)	.876		.769	.718	.841	.405
	N	67	67	67	67	67	67
LinkedIn-KPMG	Pearson Correlation	-.044	.036	1	-.004	.066	.119
	Sig. (2-tailed)	.721	.769		.967	.456	.177
	N	67	67	131	131	131	131
INLikes-KPMG	Pearson Correlation	-.006	-.045	-.004	1	.001	-.017
	Sig. (2-tailed)	.960	.718	.967		.991	.846
	N	67	67	131	131	131	131
Twitter-KPMG	Pearson Correlation	-.145	.025	.066	.001	1	-.278[**]
	Sig. (2-tailed)	.243	.841	.456	.991		.001
	N	67	67	131	131	151	151
TWLikes-KPMG	Pearson Correlation	-.061	-.103	.119	-.017	-.278[**]	1
	Sig. (2-tailed)	.626	.405	.177	.846	.001	
	N	67	67	131	131	151	151

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix V - Test Results for RQ2

Table 3.2 PwC Statistics

		FBLikes-PwC	FBShares-PwC	INLikes-PwC	INShares-PwC	TWLikes-PwC	TWShares-PwC
N	Valid	35	35	53	53	177	177
	Missing	142	142	124	124	0	0
Mean		129.457	5.486	167.679	.000	9.192	8.768
Median		3.000	.000	118.000	.000	6.000	6.000
Mode		.0	.0	43.0[a]	.0	2.0	3.0
Range		1600.0	80.0	680.0	.0	98.0	113.0
Minimum		.0	.0	14.0	.0	.0	.0
Maximum		1600.0	80.0	694.0	.0	98.0	113.0

a. Multiple modes exist. The smallest value is shown

Table 3.3 KPMG Statistics

		FBLikes-KPMG	FBShares-KPMG	INLikes-KPMG	INShares-KPMG	TWLikes-KPMG	TWShares-KPMG
N	Valid	67	67	131	131	151	151
	Missing	110	110	46	46	26	26
Mean		1.657	.030	16.557	.000	2.563	2.311
Median		.000	.000	10.000	.000	1.000	1.000
Mode		.0	.0	8.0	.0	1.0	1.0
Range		69.0	1.0	187.0	.0	40.0	34.0
Minimum		.0	.0	2.0	.0	.0	.0
Maximum		69.0	1.0	189.0	.0	40.0	34.0

Appendix IV – Test Results for RQ 2a

Table 4.3 Correlations

		Facebook-PwC	FBLikes-PwC	FBShares-PwC
Facebook-PwC	Pearson Correlation	1	.355*	.347*
	Sig. (2-tailed)		.036	.041
	N	35	35	35
FBLikes-PwC	Pearson Correlation	.355*	1	.803**
	Sig. (2-tailed)	.036		.000
	N	35	35	35
FBShares-PwC	Pearson Correlation	.347*	.803**	1
	Sig. (2-tailed)	.041	.000	
	N	35	35	35

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.4 Correlations

		LinkedIn-PwC	INLikes-PwC	INShares-PwC
LinkedIn-PwC	Pearson Correlation	1	.060	.ᵃ
	Sig. (2-tailed)		.672	.
	N	53	53	53
INLikes-PwC	Pearson Correlation	.060	1	.ᵃ
	Sig. (2-tailed)	.672		.
	N	53	53	53
INShares-PwC	Pearson Correlation	.ᵃ	.ᵃ	.ᵃ
	Sig. (2-tailed)	.	.	
	N	53	53	53

a. Cannot be computed because at least one of the variables is constant.

Table 4.5 Correlations

		Twitter-PwC	TWLikes-PwC	TWShares-PwC
Twitter-PwC	Pearson Correlation	1	-.205**	-.139
	Sig. (2-tailed)		.006	.066
	N	177	177	177
TWLikes-PwC	Pearson Correlation	-.205**	1	.808**
	Sig. (2-tailed)	.006		.000
	N	177	177	177
TWShares-PwC	Pearson Correlation	-.139	.808**	1
	Sig. (2-tailed)	.066	.000	
	N	177	177	177

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.6 Correlations

		Facebook-KPMG	FBLikes-KPMG	FBShares-KPMG
Facebook-KPMG	Pearson Correlation	1	.019	-.073
	Sig. (2-tailed)		.876	.559
	N	67	67	67
FBLikes-KPMG	Pearson Correlation	.019	1	.661**
	Sig. (2-tailed)	.876		.000
	N	67	67	67
FBShares-KPMG	Pearson Correlation	-.073	.661**	1
	Sig. (2-tailed)	.559	.000	
	N	67	67	67

**. Correlation is significant at the 0.01 level (2-tailed).

84

Table 4.7 Correlations

		LinkedIn-KPMG	INLikes-KPMG	INShares-KPMG
LinkedIn-KPMG	Pearson Correlation	1	-.004	.[a]
	Sig. (2-tailed)		.967	.
	N	131	131	131
INLikes-KPMG	Pearson Correlation	-.004	1	.[a]
	Sig. (2-tailed)	.967		.
	N	131	131	131
INShares-KPMG	Pearson Correlation	.[a]	.[a]	.[a]
	Sig. (2-tailed)	.	.	
	N	131	131	131

a. Cannot be computed because at least one of the variables is constant.

Table 4.8 Correlations

		Twitter-KPMG	TWLikes-KPMG	TWShares-KPMG
Twitter-KPMG	Pearson Correlation	1	-.278[**]	-.258[**]
	Sig. (2-tailed)		.001	.001
	N	151	151	151
TWLikes-KPMG	Pearson Correlation	-.278[**]	1	.772[**]
	Sig. (2-tailed)	.001		.000
	N	151	151	151
TWShares-KPMG	Pearson Correlation	-.258[**]	.772[**]	1
	Sig. (2-tailed)	.001	.000	
	N	151	151	151

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix VI - Test Results for RQ2b

Table 5.1 Deloitte Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
						Sig. (2-tailed)	Mean Difference	Std. Error Difference		
		F	Sig.	t	df				Lower	Upper
FBLikes-Deloitte	Equal variances assumed	.228	.637	.397	24	.695	40.6923	102.4798	-170.8155	252.2002
	Equal variances not assumed			.397	22.257	.695	40.6923	102.4798	-171.6957	253.0803
FBShares-Deloitte	Equal variances assumed	.136	.715	.351	24	.729	15.3846	43.8621	-75.1422	105.9115
	Equal variances not assumed			.351	23.261	.729	15.3846	43.8621	-75.2946	106.0638

Table 5.2 Group Statistics

	TWContent-Deloitte	N	Mean	Std. Deviation	Std. Error Mean
TWLikes-Deloitte	Shared Content	12	27.833	54.4674	15.7234
	Original Content	98	3.469	3.1986	.3231
TWShares-Deloitte	Shared Content	12	28.833	69.5869	20.0880
	Original Content	98	4.551	4.6354	.4682

Table 5.4 Group Statistics

	FBContent-PwC	N	Mean	Std. Deviation	Std. Error Mean

FBLikes-PwC	Shared Content	4	7.500	10.4722	5.2361
	Original Content	31	145.194	411.3084	73.8732
FBShares-PwC	Shared Content	4	.250	.5000	.2500
	Original Content	31	6.161	16.9688	3.0477

Table 5.5 Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
FBLikes-PwC	Equal variances assumed	1.829	.185	-.661	33	.513	137.6935	208.3572	-561.5995	286.2124
	Equal variances not assumed			-1.859	30.295	.073	137.6935	74.0585	-288.8796	13.4925
FBShares-PwC	Equal variances assumed	2.004	.166	-.688	33	.496	5.9113	8.5960	23.4000	11.5774
	Equal variances not assumed			-1.933	30.391	.063	5.9113	3.0579	12.1530	.3304

Table 5.6 Group Statistics

	TWContent-PwC	N	Mean	Std. Deviation	Std. Error Mean
TWLikes-PwC	Shared Content	18	21.222	24.3807	5.7466

	Original Content	159	7.830	8.2433	.6537
TWShares-PwC	Shared Content	18	15.611	25.7959	6.0802
	Original Content	159	7.994	7.8961	.6262

Table 5.7 Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
TWLikes-PwC	Equal variances assumed	29.571	.000	4.935	175	.000	13.3920	2.7139	8.0358	18.7483
	Equal variances not assumed			2.315	17.443	.033	13.3920	5.7837	1.2131	25.5709
TWShares-PwC	Equal variances assumed	19.175	.000	2.785	175	.006	7.6174	2.7348	2.2200	13.0148
	Equal variances not assumed			1.246	17.362	.229	7.6174	6.1123	-5.2580	20.4928

Table 5.8 Group Statistics

	TWContent-KPMG	N	Mean	Std. Deviation	Std. Error Mean
TWLikes-KPMG	Shared Content	7	12.000	14.6969	5.5549
	Original Content	144	2.104	3.4635	.2886
TWShares-	Shared Content	7	7.571	8.0178	3.0305

| KPMG | Original Content | 144 | 2.056 | 3.3984 | .2832 |

Table 5.9 Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
TWLikes-KPMG	Equal variances assumed	60.265	.000	5.687	149	.000	9.8958	1.7400	6.4575	13.3341
	Equal variances not assumed			1.779	6.032	.125	9.8958	5.5624	-3.6972	23.4888
TWShares-KPMG	Equal variances assumed	21.263	.000	3.854	149	.000	5.5159	1.4312	2.6879	8.3439
	Equal variances not assumed			1.812	6.105	.119	5.5159	3.0437	-1.9007	12.9324