Monitoring and protecting company and brand reputation on social networks: when sites are not enough

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Abstract: Companies are increasingly recognising that social networks are a force to contend with in reputation management. There are numerous examples of how single voices using viral systems have, in a matter of days, reached out to millions about poor service or flawed products. Managing social networks is, however, not without cost and thus one could reasonably assume that larger companies would have better defined strategies for social network reputation management than smaller ones. The paper explores this assumption and offers an integrity management model. The social network activities of 99 different size companies (33 small, 33 medium and 33 Large) were examined and results supported that larger companies are slightly more responsive but smaller firms seem to respond more quickly. Of interest was the number of firms (of all sizes) without social media sites. There appears to be a general lack of a strategic framework for thinking about communities as most firms in the study were not monitoring, integrating and leveraging social media adequately.

Keywords: social networks; reputation management; brand image; Facebook; Twitter.

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1 Introduction

Recognition of the importance of brand and company image, how that image is established as well as factors that might influence the bond (to include WOM campaigns, catastrophic events and product recalls), is of increasing importance. This is highlighted by such recent events as the: 2011 massive product recalls of Johnson and Johnson putting into question the ability of the multinational to effectively control manufacturing quality; the devastating oil spills of BP resulting in significant stock devaluation and high level; Nestlé's forced adoption of a new policy (2010) to identify and exclude companies from its supply chain that own or manage high risk plantations or farms linked to deforestation after an online expose by Green Peace; and the Sony identity theft problem (2011) where hackers obtained personal information about millions of game station users. Each of these occurrences resulted in significant negative image effects.

Each event serves as a reminder that what may appear to be strong connections between consumers and a company or product brands may in reality be a fragile relationship. It is highly likely that how the relationship is developed, or maintained, can directly affect whether it will withstand short term disruptions. Once consumers word of mouth (WOM) activities were conveniently isolated involving lone voices against large firms. With the aid of viral networks these voices now have the ability to garner the attention of millions. Sheth and Patvatiyar (2002) have argued that companies promote relationships with consumers to insulate the firm from market whims. They believe, however, that decisions concerning whether to maintain a brand relationship repurchase or switch brands are often more emotional/behavioural than based on facts.

One environmental threat to the equilibrium of image, which is note being adequately addressed by firms, relates to the new internet social networks (SN) which include such platforms as Facebook, Twitter, blogs as well as online reviews and rating sites. These instant sources of communication have made it possible, due to widespread and low cost information, for rapid image disruptions to occur for legitimate or irrational reasons. Such disruptions are likely to put pressures on the consumer relationship by altering consumer perceptions of the brand and/or the company. Taco Bell restaurants, for example, acted quickly through an internet and YouTube campaign to maintain image by addressing concerns that were raised when a group in 2011 requested the US Food and Drug Administration to look into beef percentage in the company's products. In another example, the president of Domino's Pizza responded personally when a YouTube video was posted showing an employee putting pizza in his nose and then serving it. Acting boldly the president, within days, posted his personal YouTube response noting video was a hoax but of grave concern to the firm. He not only cited actions the firm had taken but ended by offering an apology to the loyal employees of Domino's and the firm's faithful consumers who had been deceived. It was clear that these companies recognised the possible damage to their loyal consumer base designing internet media campaigns to preserve the relationship. Broadly the fears of companies, resulting from sufficient actual incidences over the past few years and the often disorganised responses to them, have resulted in the increased awareness of corporate social network business continuity programmes designed to mitigate threats to the brand and company image. Previously, the major responsibility of business continuity programmes was to assure that a firm could operate after facing supply chains disruptions, damaged manufacturing facilities or disturbances in personnel. Fogel and Nehmad (2009) found that the continual monitoring of today's highly interactive social network environment now must be added to the list of threats to a firm's image. Managing the social network environment is essential to staying relevant and building a loyal fan base. Simply having a social network is clearly not sufficient. Firms must be both engaged with those sites through monitoring and timely responses as well as actively seeking to develop consumer trust. One of the critical aspects in developing a social network relationship relates to trust. Invoke Solutions, a social media research company, "found that the most trusted information was posted by people respondents knew, "people like them" – their friends, family and other online peers. Blog posts were more likely to be trusted "completely" than posts on Facebook and trust dropped off sharply when it came to Twitter. Twitter streams were trusted less than other media, even amongst friends" (MacAlpine, 2010). The result of a broad research project by Invoke Solutions yielded several insights into the features that are important in developing trust. It is not surprising that the most important factors in developing trust were not the size of the reader base or the how long a person had been engaged with the company's social media. The most important factors were whether the site was open to dialogue (meaning both positive and negative postings) and if there was high level quality of the content. The importance of active monitoring and professional responses is clearly highlighted.

Table 1 Features important to inspiring trust in social media sites

% of US frequent social media users				
Extremely important	*Somewhat important*	*Neither important nor unimportant*	*Somewhat unimportant*	*Not at all important*
The dialogue is open to both positive and negative comments				
37%	27%	21%	8%	8%
Quality of the comments and content				
35%	27%	25%	7%	6%
Responsiveness of sponsor or author				
30%	27%	22%	9%	7%
Volume of participation				
20%	29%	32%	11%	9%
Quality of content				
16%	26%	39%	11%	8%
How long you have been a fan, follower or participant				
15%	27%	34%	10%	13%
Number of people who are fans, followers or participants				
12%	26%	31%	13%	18%

Source: Invoke Solutions 'invoke life: social marketing networking', 29 July 2010, available at http://www.emarketer.com/Article.aspx?R=1007863

Kozines et al. (2010, p.71) in a historical perspective of WOM research offers a series of models to explain how WOM, and the company reactions to it, have changed over time. He calls attention to Ryan and Gross's (1943) statement six decades ago that, "conversations among buyers were more important than marketing communications in influencing adoption" as one of the first articles addressing consumer interaction. Referring to this stage as The Organic Interconsumer Influence Model, Kozines et al. (2010) note that what is involved is action by one consumer to another without direct prompting, influence, or measurement by marketers. According to Kozines et al. (2010), this stage was followed by the Linear Marketer Influence Model where marketers attempted to influence consumer WOM. It was during this stage that companies began to recognise the concept of the opinion leader and how they could be used to sway consumer preferences. Building on these models he developed, the Network Coproduction Model where marketers are positioned as becoming directly involved in focused "one to one seeding and communication programmes… allowing unprecedented new levels of management and measurement (p.72)".

According to Davis and Moy (2007), the internet has created a new wave of intensely engaged 'professional consumers' that they term 'prosumers'. These active prosumers create company news and can rapidly effect a firm's image. Through them a one-time incidence of bad service can be echoed around social networks reaching thousands of consumers within minutes. Network social groups obtain their power in the same manner that inter-networks do. As the popularity of social online communities increases companies need to take cautionary measures in protecting reputations and brands become essential. Jones et al. (2009) pointed to new expanding active online consumer roles such as 'consumer watchdog, investigative journalist, and opinion influencer'.

Robert Metcalf's law designed to illustrate how computer networks on the internet derived their value is equally valuable in helping to understand how social network derive theirs. The law states that the 'value' or 'power' of a network increases in proportion to the square of the number of nodes on the network (Hendler and Golbeck, 2007). This means that as the number of people in a network grows, the value of the content they share grows exponentially. For example, if there are ten people in a social net the power of the structure is 10^2 or 100. If the number is, however, increased by simply one member the power now becomes 11^2 or 121. This quickly explains why viral networks, which can quickly amass thousands of members/viewers, can be so dangerous.

Jolly (2001) refers to company's choice of communication as either 'dialogue' or 'monologue' as companies traditionally have had a one way communication channel to their consumers. In social networks one way communications directed toward consumers are becoming increasingly ineffective. Company web postings promoting the firm or products as well as paid online advertisement cannot by itself protect image since it is externally viewed as self-serving propaganda. Companies now must establish interactive communications with the many social platforms consumers use to exchange ideas, cooperate and even to seek advice from consumers in what is considered as 'social casting' (Jones et al., 2009). Companies must have well thought online social network strategies that call for implicit collaboration between a company and the social network environment in order to shape and protect their image. In response to the recognition that social network members can significantly influence the value (positively or negatively) of a company brand or image, there have been a number of new products designed to passively monitor social sites and inform users of potential dangers. These software products are similar to the 'old' press clipping firms that monitored news and popular magazine articles.

The concern that social media networks are increasing in power is not exaggerated. A finding of The Rising CCO III (Stuart and Shandwick, 2010), an annual survey conducted by global executive search firm Spencer Stuart and global public relations firm Weber Shandwick stated that 34% of global chief corporate communications officers (CCOs) report that their companies experienced a social-media based reputation threat during the past 12 months. That firms have yet to incorporate social networks into their monitoring or business continuity plans is clear as the same report noted that approximately 33% of the companies surveyed stated that were not prepared for managing social network types of online reputational threats. Without a defined strategy firms remain vulnerable to attacks and can only operate in a defensive manner. Given the seriousness of the need for social network monitoring the low figure raises questions. Is it that the CEOs of large firms grew up in the 'pre-social network' generation that causes these firms to fail to recognise the threats? Is Facebook's or Twitter's membership and power base relegated to being not of high importance to company business because of the age of upper management? The ease with which social networks seem to be dismissed as significant business threats in spite of the clear examples is troublesome. In a recent financial times article, 'The challenge of protecting reputation', Argenti (2005) of the Tuck business school points to three distinct types of threats failing, as so many do, to include social media networks. His three threat areas are:

1 natural disasters, such as earthquakes, fires and hurricanes (how the company responds represents the risk)

2 man-made fiascos, such as ethical violations (for example, Martha Stewart's questionable trades)

3 attacks from antagonists (such as attacks by the Centre for Science and the Environment, an Indian environmental group, on Coke and Pepsi' [Argenti, (2005), p.3].

Argenti points out the importance of having, "an engaged CEO along with a cross-functional task force is often the best insurance a company can have as it attempts to assess its reputational risk" and recommends that firms should: prepare for potential problems; plan company responses; analyse constituencies and provide as much certainty as possible [Argenti, (2005), p.3].

It is clear that small firms as well as large ones are increasingly becoming aware of the power of social media and some, to varying degrees of sophistication, are incorporating these tools in their communications portfolios. One would assume that large companies, by virtue of their resources, would be ahead of curve compared to smaller ones. A recent study (McCann, 2010) conducted by communications firm Burson-Marsteller noted "65% of the largest global companies have Twitter accounts, 54% had Facebook fan pages, and 50% had YouTube video channels". The study also noted that while financially significant for large firms a social media campaign can be "less than 1% of their overall marketing budget". The study while discovering that a number of firms had accounts did not investigate how the firms use these tools or if they were part of an organised communications strategy or answering the fundamental questions of:

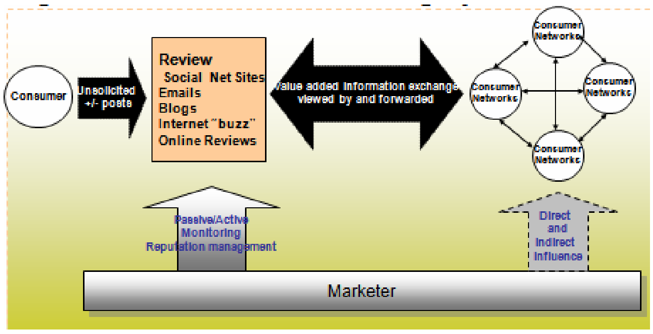
- Who will monitor and control the company social media websites?
- What kind of analytics data will be gathered?
- If visitors post to the site how is this noted and how will/does the firm react?
- Who is responsible for observing what people are saying on the web (other websites, blogs, etc.) and what is in place to monitor and act to influence reputation externally?

1.1 A new social media model

The authors have developed a new model which expands the concepts of Kozines et al. (2010) Linear Marketer Influence Model to reflect the new reality that consumers have assumed a power base of their own which operates external to company influence. While Kozines recognises the importance of monitoring the social environment, the authors believe that a model of company/brand reputation management needs to reflect the continual interplay and accumulation of many consumer networks as a dynamic ongoing and interconnected process. In the Consumer Initiated Integrity Model, the marketer recognises the geometric growth and power of web word of mouth (WWOM) and continually monitors internet postings while cautiously attempting to influence/respond to them (Figure 1). The consumer initiated integrity model is more comprehensive in nature, and expands the reputation management list of Argenti (2005) by including social media monitoring and response. The new list includes:

- plan reputation management strategies to be able to allow the right respond to risks in an immediate manner
- develop a crisis management process
- understand all threat environments
- apply new technology to monitor social media
- set priorities for reputation *risks*
- plan scripts and/or policies for response including a broad representation of company departments (management, legal, marketing) as preclearance allows rapid responses
- assure management understands the disruptive potential of social networks
- analysing constituencies to include ‘opinion leaders’, ‘influencers’ and ‘prosumers’
- provide as much certainty as possible to how the firm will respond and who will be responding.

Figure 1 Customer initiated integrity model (see online version for colours)



The research was designed to address the Consumer Initiated Integrity Model's aspect of social media monitoring by investigating the monitoring of postings to company sponsored social networks sites (Facebook and Twitter). The purpose of the research was to explore the tenets that:

1 large firms would have more active presence in social media activities than small firms

2 that these large firms would also recognise the importance of an ongoing vigilance of their sites

3 large firms would be in a better position to respond in a more value added manner.

Facebook and Twitter postings were made to 99 firms, selected from large, medium and small capitalisation USA firms. The postings asked for a response indicating the postings had been observed in order to check if:

1 firms have social network platforms in place

2 these platforms are monitored and responded to

3 the length of time to takes a firm to respond related to the firm's size.

To this end, the following three hypothesis were formulated:

Hypothesis 1 Large firms will respond to social network (Facebook and Twitter) posts at a greater frequency than small firms.

Hypothesis 2 Large firms will respond more quickly to social network posts (Facebook and Twitter) than small firms.

Hypothesis 3 Large firms will post more positive category posts than small firms.

2 Research methodology

2.1 Firms studied

Ninety-nine firms were investigated from 13 industry sectors. Thirty-three firms were taken from the Fortune 500 (2010) listing, 33 were from medium sized firms (New York Stock Exchange medium size capitalisation listings) and 33 firms were taken from the small capitalisation listing of the New York Stock Exchange (all 2010). The sectors were: airlines and hotels, apparel, food and beverage, automobile and services, entertainment and publishing, finance (banking, insurance), high-tech (IT, electronics), healthcare (pharmacy and other services), energy (mining, crude-oil production), transportation and logistics, telecommunication, internet, wholesalers.

Responses were classified into three categories: active, neutral and no response. Companies were considered to have responded to researchers actively if they not only replied to the post but also offered further help are considered 'active response'. If a firm responded with a value added contribution (e.g., 'interesting research', 'can I help more') the response was considered active. A firm that responded with simply doing what was requested (note the posting) was considered neutral and firms that failed to respond were classified, no response.

2.2 Methods

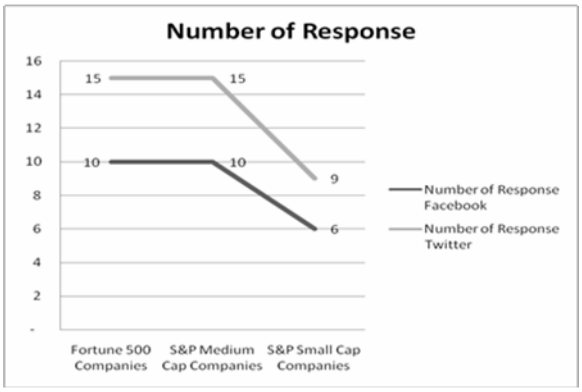
Companies were selected in a random manner from the Fortune 500, NSE midsize capitalisation and the NSE small capitalisation listings (2010 lists). If a firm did not have a Facebook page the firm was discarded and another from the sector was selected. The process was continued until 33 samples were obtained for each of the three firm sizes. A post was made to the Facebook page of each firm and to the firm's Twitter site. The time of the posting was noted as was the time of a response (if there was one). The Facebook site and the Twitter site of each firm was monitored every five minutes for the first hour and then on a systematic basis for a total period of 75 hours. The posting on each company site was standard. The posting on Facebook was "*Boston University Research Project in Reputation Management. Could the company Facebook site manager respond to let us know this post was seen. Thank you.*" and the posting to the Twitter site was "*Boston University Research Project in Reputation Management. Could you respond to let us know this post was seen. Thank you*." The Twitter posting was slightly different than the Facebook posting due to the limit of 140 characters. The total number of possible responses if all firms in the study had both a Facebook and Twitter site was 132. The actual number of was 119 as 13 firms were missing either a Facebook or Twitter site.

2.3 Results

While many take for granted that having a presence on a social network is something that firms now do of the 99 firms (33 of each size) six small firms, eight medium and four large size firms had no Facebook site. These firms were replaced in the selection process by firms that did, so as to maintain the total sample at 99. Two of the large firms (FedEx and Comcast) did not allow posting to their Facebook page but were kept in the study).

For the medium firms there were ten feedbacks from Facebook, 15 feedbacks from twitter (three companies do not have Twitter pages (Waste Connections Inc, Shaw Group and Martin Marietta Materials). Of the 198 possible posts Figure 2 presents the responses to the postings by the three different size firms. There were 26 feedbacks from Facebook and 39 feedbacks from Twitter. Appendix 1 depicts the number of responses per sector during the 72 hour timeframe in which the sites were monitored for company feedback. There were ten responses on Facebook from the large capitalisation firms and 15 from Twitter.

Figure 2 Number of response

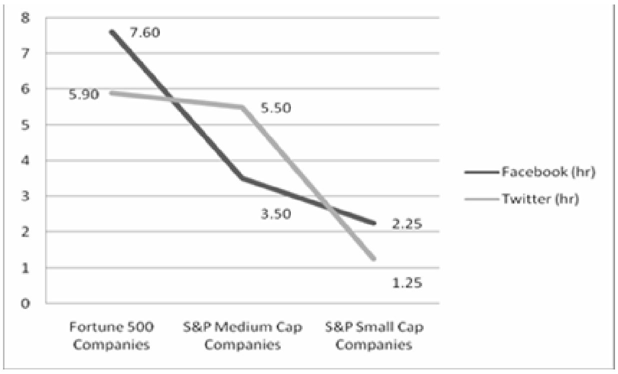


Firms differed significantly in regard to the time to respond (Table 2 and Figure 3). Of the small firms the fastest responding firm was Comsore, on Twitter (three minutes) and the slowest was Heartland Express, Inc. taking 12 hours and 59 minutes on Facebook. The fastest medium size were Westar Energy and Telephone & Data Systems Inc (Twitter, four minutes). The slowest was Advance Auto Parts Inc (Twitter, 27 hours, 15 minutes). Of the large capitalisation, the fastest was Starwood Hotels & Resorts (Twitter, three minutes), UPS (Facebook, three minutes) and AT&T (Facebook, three minutes). The slowest large firm was Ford (Twitter, 49 hours). The average reply time (of those responding only) for large firms on Twitter was 7.6 hours and the average time to reply to a Facebook posting was 5.9 hours. The average for the medium on Facebook was 3.5 hr 32 m and 5.5 on Twitter and for the S&P small-cap 600 the average was e.25 (Facebook) and 1.25 (Twitter). Medium-sized companies tend to respond to posts faster on Facebook than they do on Twitter which was different from the Fortune 500 companies and S&P small cap companies, however, medium-sized firms did (as did the others) have more posts on twitter.

Table 2 Average time to respond

	Facebook hr (# rpl)	*Twitter hr (# rpl)*
Fortune 500	7.6 (10)	5.9 (15)
S&P medium	3.5 (10)	5.5 (15)
S&P small cap	2.25 (6)	1.25 (9)

Figure 3 Average time to respond (in hours)

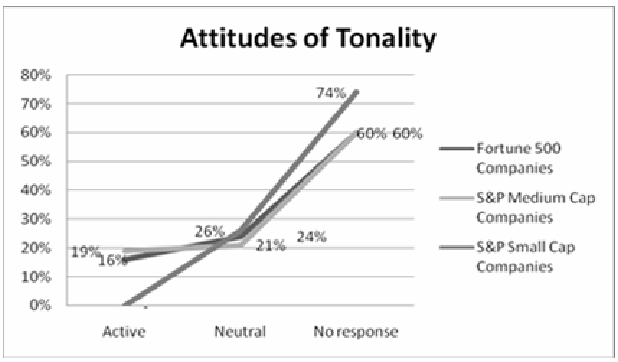


Large, medium and small firms did respond differently in regard to the quality of the response (Table 4 and Figure 4). Ten large firms (16%) and 12 (19%) medium size responded in an active manner while no small firms do so. The responses of large, medium and small firms were relatively the same (large 24%, medium 21% and small 26%) for the natural category response. More small firms did not respond (74%) than medium or large firms (both 60%).

Table 3 Attitudes of tonality

	Active	*Neutral*	*No response*
Fortune 500	16%	24%	60%
	10 out of 62	15out of 62	37 out of 62
S&P medium cap	19%	21%	60%
	12 out of 63	13 out of 63	38 out of 63
S&P small cap	-	26%	74%
	-	15 out of 57	37 out of 57

Figure 4 Attitudes of tonality



3 Conclusions

The purpose of the research was to investigate some of the behaviours linked to the management of online social media site posts for three different size firms and how that management could relate to managing a company's online reputation. It is interesting that in some of the research companies behaved in a similar manner regardless of size and in some areas there was a difference. In contrast to Twitter which remained open (when available) to posts by consumers, companies imposed controls on their Facebook pages. For an individual to post a comment on any of the company sites surveyed one first had to 'like' or become a 'fan' of the company. A significant number of companies would not allow individuals to comment on their home Facebook pages. Normally, when they did the comments went to a second level page. Most of the small and medium cap companies acted the same as Fortune 500 companies in not allowing individuals' comments being shown on their Facebook pages.

The overall response rate was as low as 35% and several firms from all categories did not have social media sites. This is consistent with the findings of research conducted by two media firms who found that while 34% of global chief corporate communications officers reported their company had experienced a social-media based reputation threat in the past 12 months approximately 33% of the companies stated that were not prepared for managing social network types of online reputational and had yet to incorporate social networks into their monitoring or business continuity plans (Stuart and Shandwick, 2010). Reinforcing that firms are unclear how to properly use social networks, of those firms included in this study, a significant number did not respond to postings on the firm's Facebook or Twitter sites (60% large and medium and 74% small). This is a worrisome finding, given the increasing importance of social networks to the development and maintenance of a brand or company image. The high non-response rate for both small and large firms indicates that all size firms have yet to seriously focus on the use of social networks as a part of an overall integrated communications strategy. Given the increased exposure and number of examples citing the importance of recognising the power of social networks this is surprising.

The first hypothesis that large firms would respond to social networks at a greater frequency then small firms was supported. Forty percent of the large size firms responded to postings on either their Facebook or Twitter pages while only 26% of the small firms did. The relative size of the firm was related to the frequency of response as large firms had the most responses, followed by medium with small the fewest.

While most social network sites surprisingly did not allow for interaction the majority of Facebook pages were well organised with news of products and services posted regularly. Without interaction, however, one could question if these sites are not really 'social media' sites but extensions of the firms static web pages. Twitter's less organised and more informal (and less expensive) display appeared to make a more efficient two-way communications platform for firms of all sizes than Facebook.

The second hypothesis that large firms will respond more quickly to social network posts (Facebook and Twitter) than small firms was not confirmed and the opposite was observed. It is interesting that when small firms responded they did so quicker than large firms. The average time to respond to the post indicated the companies respond faster on their Twitter pages than they do on their Facebook pages. Contrary to expectations the smaller the size, the faster they responded as the small companies were the shortest, the medium ones took longer, and the largest companies were the slowest. All companies responded to postings faster on Twitter than Facebook. The reason could be that Twitter offers a more instant-message like environment that encourages immediate communication. When small firms did respond they tended to use Twitter, not Facebook, and responded quicker than large firms. The use of Twitter might account for the lack of value added responses as fewer characters (140) are available to respond. It might also point to the use of mobile devices for small firm monitoring which makes longer messages more cumbersome and thus less likely.

The third hypothesis, that large firms will post more positive category posts than small firms was supported. Large firms posted 16% positive responses while small had no such postings. It is important to note, however, that medium sized firms (with 19%) had more posts in this category than large. It is interesting to note that the difference between small and large firms is found, not in the number of neutral response as the responses of large, medium and small firms were relatively the same for the neutral category (large 24%, medium 21% and small 26%), but in the number of value added responses (active classification). Given that no small firm provided anything other than a neutral response might further indicate that small size firms in general are not devoting resources to maintain a professionally trained staff so as to quickly and personally reply to social posts.

There was no significant difference in the percentage of neutral category responses comparing the large, medium and small firms (large 24%, medium 21% and small 26%). It is interesting to note that the positive response rate by medium firms (19%) was slightly higher than large companies (16%). One might wonder if medium firms are better positioned for change having more funds to devote to social network activities than small firms but are, at the same time, not as encumbered with massive slow moving bureaucratic processes as the larger ones.

An unexpected finding was the number of non-monitored social networks and that, regardless of category, few firms were actively involved with their own social media to the extent one would expect. The overall poor response rate is a worrisome finding. It tends to indicate that while the business world is aware of the power that social networks can yield companies of all sizes remain naïve as to how to establish truly interactive personal relationships. This is interesting given the increasing importance of social networks in developing and maintaining a reputation and image. While surprising, the general lack of appreciation of the increasing importance of social networks has been previously noted. Murphy (2006) found an overall lack of either presence or response to sites pointing out that some traditional marketers believe that they have nothing to gain from customer empowerment, and that blogging only results in brand bashing. Sing et al. (2008) provided some insight into why many firms have taken a rather passive approach to social networks stating that ,"Marketers have been accustomed to telling the customer the message they want the customer to hear, rather than the message the customer truly cares about" [Singh et al., (2008), p.282].

A significant number of companies, large and small, did not have Facebook sites that could be directly responded to which would seem to indicate that while some firms have recognised the need to establish social network sites, most do not know what to do with them. Small companies, in particular, give less emphasis on establishing social network sites or joining the discussion of their clients. Generally there appears to be a lack of a strategic framework for thinking about communities as most firms were not monitoring, engaged, integrating and leveraging social media adequately. This points to the need for top administration to move beyond from the classic communication models as outlined by Kozines et al. (2010) and seek to develop the highly interactive customer initiated communication model proposed by the authors.

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Appendix 1

Type of responses by industry sector for small, medium and large firms

Large sized company						
Industry	*Active*		*Neutral*		*No response*	
	Facebook	*Twitter*	*Facebook*	*Twitter*	*Facebook*	*Twitter*
High-tech	1	N/A	N/A	1	2	2
Finance	2	N/A	N/A	1	1	2
Healthcare	N/A	N/A	1	N/A	1	2
Energy	1	N/A	1	N/A	N/A	2
Hotel and airline	N/A	2	1	N/A	2	1
Apparel	N/A	1	N/A	1	2	N/A
Food and beverage	N/A	N/A	N/A	1	2	1
Automobile	N/A	N/A	N/A	1	2	1
Entertainment	N/A	1	N/A	1	2	N/A
Telecommunication	N/A	1	1	1	1	1
Internet	N/A	N/A	N/A	N/A	2	2
Wholesale	N/A	N/A	1	1	2	2
Transportation	N/A	1	1	1	1	1
Sub total	4	6	6	9	20	17
Response Facebook			10			
Response Twitter			15			
Total active response			10			
Total neutral response			15			
Total no response			37			

Type of responses by industry sector for small, medium and large firms (continued)

Medium sized company						
Industry	*Active*		*Neutral*		*No response*	
	Facebook	*Twitter*	*Facebook*	*Twitter*	*Facebook*	*Twitter*
High-tech	1	N/A	2	1	N/A	2
Finance	2	1	1	1	N/A	1
Healthcare	N/A	N/A	1	1	1	1
Energy	N/A	N/A	N/A	1	3	2
Hotel and airline	N/A	1	N/A	N/A	2	1
Apparel	1	1	N/A	1	2	1
Food and beverage	N/A	1	N/A	1	2	N/A
Automobile	N/A	1	1	N/A	N/A	N/A
Entertainment	N/A	N/A	N/A	N/A	2	2
Telecommunication	N/A	N/A	N/A	1	1	N/A
Internet	N/A	N/A	N/A	N/A	1	1
Wholesale	N/A	1	N/A	N/A	1	N/A
Transportation	N/A	N/A	N/A	N/A	3	1
Manufacturer	N/A	2	1	N/A	5	3
Sub total	4	8	6	7	23	15
Response Facebook			10			
Response Twitter			15			
Total active response			12			
Total neutral response			13			
Total no response			38			

Type of responses by industry sector for small, medium and large firms (continued)

Small sized company						
Industry	*Active*		*Neutral*		*No response*	
	Facebook	*Twitter*	*Facebook*	*Twitter*	*Facebook*	*Twitter*
High-tech	N/A	N/A	N/A	2	3	1
Finance	N/A	N/A	2	1	2	3
Healthcare	N/A	N/A	N/A	N/A	3	2
Energy	N/A	N/A	N/A	N/A	2	2
Hotel and airline	N/A	N/A	N/A	N/A	2	N/A
Apparel	N/A	N/A	N/A	1	2	1
Food and beverage	N/A	N/A	N/A	N/A	3	3
Automobile	N/A	N/A	1	1	1	1
Entertainment	N/A	N/A	N/A	1	1	N/A
Telecommunication	N/A	N/A	1	1	N/A	2
Internet	N/A	N/A	N/A	1	1	1
Wholesale	N/A	N/A	N/A	1	2	2
Transportation	N/A	N/A	2	N/A	1	1
Sub total	0	0	6	9	23	19
Response Facebook			6			
Response Twitter			9			
Total active response			0			
Total neutral response			15			
Total no response			42			