SOCIAL MEDIA ADOPTION IN BUSINESS: EXAMINING THE USES AND

EXPERIENCES OF SMALL AND MEDIUM ENTERPRISES IN JAMAICA

by

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Abstract

The disruptive effects of social media are placing pressure on organizations to adopt or be left behind. There is little empirical research, however, regarding how social networking is used and experienced by adopting organizations. This dissertation is the outcome of an investigation of social media adoption and impact on businesses, and on traditional mass media, in a small and medium enterprise (SME) context. The character of social media adoption was examined, using the Technology Acceptance Model (TAM) as the theoretical framework. Thematic analysis of the data provided insights on the approach to technology integration and led to the conclusion that social media adoption is influenced by multiple factors including the ease of use, usefulness of the technology, critical mass, and the need to simply keep up with new technology. Facebook, WhatsApp, and LinkedIn emerged as the tools of choice. The potential positive effect of social networking on SME marketing opportunities, brand profile, and customer relationship management makes social media integration imperative for organizational leaders seeking to promote their businesses, grow their customer base, and reduce costs. To reap the full benefits, businesses must develop a collaborative, all-encompassing social media strategy, engaging their community of staff, suppliers, and customers in social networks. As social media force the movement of marketing and other content to open channels, the demand for traditional mass media services will continue to fall. The implications for traditional media organizations cluster around issues of new technology integration and the development of dynamic capabilities that facilitate the identification of new revenue streams and innovative business models to deal with the disruptive challenges presented by social networks.

Dedication

This dissertation is dedicated to my parents, Percival and Elizabeth Williams, my first loves, who taught me about possibility. Your hard work and steely determination to be your best, and give selflessly to your children, is truly inspirational. I dedicate this dissertation to my husband, Leonard, for your love and support from the start to the end of this dissertation, and for your help and advice in those moments of desperation. I dedicate this thesis to my daughter, Candice, who took on many of my regular duties, and whose love, support, and timely hugs saw me through. Thank you, and I love you all.

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CHAPTER 1. INTRODUCTION

Introduction

Technological advancements have given rise to the Internet, which Sonnier (2011) argued has facilitated a dynamic information exchange environment, systematically changing the way people live, communicate, and do business. Eikelman, Hajj, and Peterson (2008) posited that Web 2.0 and social media are transforming communication and business processes through an emphasis on collaboration, user-created content and networking. This growing connectedness and networking are driven by major developments in interactive media and the increasingly active role of consumers in creating content on behalf of brands (Hanna, Rohm, & Crittenden, 2011). Trainor, Andzulis, Rapp, and Agnihotri (2014) asserted that in the same way that marketing managers in the 1990s had to make significant changes to their marketing strategy, organizational managers in the social media era have the responsibility of integrating social media into existing business processes and developing new business models.

Social media are used by companies of all sizes, in almost all industry sectors, to strengthen existing ties and reach new customers (Karimi & Naghibi, 2015). In banking, Mitic and Kapoulas (2012) found that the use of social media for marketing and relationship banking is increasing. Social media are also used for open innovation (Mount & Garcia Martinez, 2014) and for marketing and advertising (Schaupp & Bélanger, 2014). The adoption of social media across industry sectors is resulting in new marketing and advertising models, as well as potentially disruptive effects on the business of traditional media organizations (Pegoraro, 2014).

In the new business model, Berman, Abraham, Battino, Shipnuck, and Neus (2007) found that the customer is empowered, and the relationship changes from the one-to-many framework offered by traditional media to the many-to-many options available through Internet-enabled participatory consumption. The effect on traditional media, Pegoraro (2014) argued, is immediate and far-reaching. The changes resulting from Web 2.0 give fans the opportunity to tweet, text, and blog while they are watching a game, effectively disrupting the traditional model of content delivery and the traditional methods of marketing and advertising (Tan, Kwek, & Zhongwei, 2013).

The departure from traditional marketing methods and the adoption of social media by a growing number of SMEs is primarily driven by the fact that social media enable SMEs to engage their customers directly, and in a timely manner (Karimi & Naghibi, 2015). Social media facilitate greater efficiencies and lower costs for SMEs, than could be achieved with the use of traditional media (Karimi & Naghibi, 2015). The abundance of both the social media tools and the services offered by social media, however, creates complications for firms in determining which tools to use, for what purpose, and how to use these tools effectively (Karimi & Naghibi, 2015).

There is growing research on social media use, adoption experiences, and best practices in the developed world, however, scholars have performed few studies on the state of social media adoption in developing economies. The current research is the result of an examination of the social media uses and experiences of small and medium enterprises in Jamaica. This research was undertaken to develop a better understanding of the social media phenomenon in a developing country context. Additionally, there was an

attempt to understand the nature of the benefits and challenges associated with social media use (Karimi & Naghibi, 2015) and to determine best practices for SMEs (McCann & Barlow, 2015). The influence of the technology acceptance model (TAM) advanced by (Davis, 1989), and the extended technology acceptance model (Venkatesh & Bala, 2008; Venkatesh & Davis, 2000) on the adoption of social media by SMEs in Jamaica was also examined. This assessment also delivers insights on the future use of social media by SMEs, and how this change will impact traditional media use. The location of the study is Jamaica. The research context is the SME sector, which Alam and Noor (2009) characterized as transformative enterprises committed to constant growth and development.

This chapter contains the introduction to the problem. Durkin, McGowan, and McKeown argued that there is ongoing concern among small and medium enterprises (SMEs) that they must adopt social media to avoid losing out on the opportunities presented by this new technology (Drury, 2008). The enthusiasm towards social media adoption (Durkin et al., 2013) is driven by the opportunity for firms to develop new technology-driven marketing models, and create closer relationships with stakeholders. There is not enough information, however, about firms' social media adoption behaviors and experiences. On the face of it, social media offer substantial benefits to small businesses; however, there are also pitfalls and costs, to which companies must pay attention (Boling, Burns, & Dick, 2014).

Following the introduction is the background, which contains an outline of the context of the study and the development of the problem. The background is supported

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by the work of Heller-Baird and Parasnis (2011); Logan, Bright, and Gangadharbatla (2012); Hajli (2014); and Schaupp and Bélanger (2014). The statement of the business problem follows the background and is supported by the work of Durkin et al. (2013) and the work of Boling et al. (2014). Outlined in this chapter are the research purpose and research questions, the rationale for the study, and the theoretical framework that guides the study. Also in this chapter are the significance of the research, the definition of terms, the assumptions and limitations, and the organization of the remainder of the study.

Background

Social media have transformed human interactions and communications, and have become important for businesses (Kaplan & Haenlein, 2010). In the context of the global business environment, Sonnier (2011) suggested that social media have become an essential component of firms' operational strategy. Heller-Baird and Parasnis (2011) described social media as a significant technological phenomenon that can transform customer relationship management (CRM). Logan et al. (2012) argued that the proliferation of social media is having a significant impact on the way advertising messages are delivered by companies and received by consumers. As the cost of delivering advertising messages to a mass audience, using traditional media increases, advertisers are moving away from the sole use of traditional media, and are turning to social networking sites (SNSs) because they support brand building for organizations (Pitta, Patino, & Maddox, 2016).

According to Hajli (2014), social media have become increasingly powerful tools used by consumers to create content and influence others. Hajli argued that social media

usage increases customer interaction, increases trust, and improves the customer's intention to buy, which in turn impact the attractiveness and resultant profitability of businesses. When used correctly, social media allow the organization's voice to come forward and enables audiences to access and engage with the brand. In return, customers help to develop the brand (Hajli, 2014). Even though companies stand to derive real value from social business tools used in their businesses, Kane, Alavi, Labianca, and Borgatti (2014) found that value is concentrated mainly in companies that have reached a certain level of maturity and sophistication in their social business activities. Even with lower levels of sophistication and challenges for small businesses, however, Schaupp and Bélanger (2014) found that small businesses can gain substantial value from social media when used for marketing and advertising. The adoption of social media for these functions help companies to reduce costs and increase customers' willingness to work for free on a company's behalf (Schaupp & Bélanger, 2014).

The context of this research, the SME sector, is characterized by factors which distinguish them from large enterprises (Durkin et al., 2013). Small and medium businesses are categorized and defined differently, depending on where in the world they are. Small businesses are commonly categorized based on total sales, total revenue, or the number of employees (Headd & Kirchhoff, 2009). In the United States, for example, a small business is defined as a firm with less than 500 employees (Headd & Kirchhoff, 2009).

In Jamaica, a small business employs between six and 20 persons, and a medium enterprise employs 21 to 50 persons (Jamaica Ministry of Industry, Investment, and

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Commerce, 2015). Small businesses are significant creators of jobs in Jamaica, and are adopting social media at an increasing rate (Balcostics, 2013); however, there is limited knowledge on the adoption behaviors, patterns, or experiences of social media adopters, which could assist in developing best practices and guidelines for future adopters.

Business Problem

As social media technology gains widespread acceptance, an increasing number of organizations are realigning their strategy to take advantage of the benefits available from the use of social networking (Durkin et al., 2013). Businesses are moving away from the sole use of traditional media—including print, radio, and television for marketing and public relations—and are investing in social networking sites to reach their target customers (Logan et al., 2012).

The low development cost and strong word of mouth effect of social media platforms such as Facebook provide an alternative to traditional advertising formats (Zhang, Johnston, & Shao, 2014). Logan et al. (2012) found that social networking sites accounted for 22% of the total online advertising spending during 2011. In addition, over 60% of marketers and advertising agencies in the United States indicated planned increases to their spending on SNSs (Logan et al., 2012). According to Jobs and Gilfoil (2014), social media may become more critical to a firm's success in the long run. As such, companies should focus on gaining competitive advantage and improving their financial return on investment (ROI) through a reallocation of a portion of their advertising investment from traditional media to social media. In confirmation of the increasing importance of social media, Voorveld and Noort (2014) found that social

media has overtaken television as the primary source of news for young people, and that social networking sites are taking a greater share of advertising spending.

According to Voorveld and Noort (2014), with the advent of social media, many small and medium enterprises have moved to establish their social media presence, and realign their marketing and advertising strategies. This migration of advertising dollars to social networking sites, however, often occurs with little knowledge or understanding of the social media adoption patterns, behaviors, and experiences, or the impact of social networking on important business indicators such as customer growth, customer relations and revenue growth (Durkin et al., 2013). According to Durkin et al. (2013), more needs to be understood about the social media adoption behaviors and experiences of small and medium enterprises. The factors influencing SM adoption and SME leaders' perception of the benefits and challenges associated with social media adoption need to be understood (Durkin et al., 2013). In corroboration, Boling et al. (2014) highlighted the need for further study of social media and social networking and the impact on SMEs. Boling et al. (2014) recommended a social media study to examine the adoption experiences of SMEs, to identify possible benefits and challenges, and to recommend best practices and benchmarks for social media adoption.

<center>**Research Purpose**</center>

Logan et al. (2012) found that small and medium-sized enterprises typically adopt social media for marketing, advertising, and customer relationship management, which Jobs and Gilfoil (2014) associated with reduced budgetary allocations to traditional

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media. Boling et al. (2014) argued that many small businesses are aware of the opportunities and the possibilities offered by social media, but have not moved to develop an active social media presence. Kare-Silver (2011) argued that SMEs' use of social media technology for commercial purposes is steadily increasing; however, not enough is known about the social media adoption patterns and the experiences of small and medium enterprises which adopt this technology. It is at this important gap in social media adoption patterns, usage behaviors, and experiences (Durkin et al., 2013) that this study resides.

The purpose of this study was to examine and develop an understanding of the social media uses and experiences of small and medium enterprises in Jamaica. Durkin et al. (2013) argued that there is an imperative for further research on the social media adoption behaviors in SMEs. According to Durkin et al. (2014), future researchers should explore the extent to which variables such as technical competency, business sector, and company age impact the successful and customer-orientation adoption and use of social media in SMEs. In corroboration, Boling et al. (2014) stated that additional research is necessary to give a complete picture of the social media adoption experiences of small and medium enterprises and help identify best practices that could be widely used as SMEs follow the lead of early adopters.

For this research, the technology acceptance model (Davis, 1989) was applied in examining the influence of perceived ease of use (PEOU) and perceived usefulness (PU) on social media adoption by SMEs. In addition, the influence of the additional dimensions of the extended technology model (Venkatesh & Bala, 2008; Venkatesh &

Davis, 2000), perceived trustworthiness (PTW), perceived critical mass (PCM), and perceived playfulness (PP), on social media adoption were also examined. Rauniar, Rawski, Yang, and Johnson (2014) encouraged future researchers to develop a better understanding of the additional variables of the revised technology acceptance model (TAM) that influence the usage behavior on social media.

Research Questions

The primary objective of this study was to answer the research questions outlined below.

Primary Research Question: How do small and medium enterprises in Jamaica use social media in their businesses?

Supporting Research Question 1: What are the factors that influence social media adoption by Jamaican SMEs?

Supporting Research Question 2: What are the social media tools that Jamaican SMEs are adopting?

Supporting Research Question 3: How do small and medium enterprises in Jamaica believe social media is impacting their businesses?

Supporting Research Question 4: How do small and medium enterprises in Jamaica believe social media will impact their businesses in the future?

Supporting Research Question 5: How do small and medium enterprises in Jamaica believe social media adoption will impact their use of traditional media.

Rationale

Durkin et al. (2013) asserted that the speed of technology adoption has outpaced the development of academic research. This pace of adoption has resulted in a deficit in the understanding of the experiences and the challenges involved in social media adoption in the SME context. Whereas there is growing research and an increasing body of literature on social media adoption in the developed world, there is limited research on social media use in developing economies, such as those in the Caribbean. Following a study of social media marketing in Mongolia, scholars have suggested that opportunities exist for future investigation of social media marketing activities in other global, regional and country-specific sites. Specifically, Logan et al. (2012) stated that many research questions remain regarding the user and usage behavior on social media sites, and encouraged future researchers to contribute to developing a better understanding of social media. This study is further justified by the recommendations of Jobs and Gilfoil (2014) that the social media adoption phenomenon needs to be further studied before practical guidelines can be generated regarding a partial reallocation of investment funds away from traditional, more expensive media, towards more cost-effective social media platforms. The current study will contribute to the existing literature and help to close the knowledge gap on social media adoption in small and medium enterprises, with a focus on SMEs in Jamaica.

Theoretical Framework

The technology acceptance model (TAM) advanced by Davis (1989) is the theoretical framework applied to understanding social media adoption by small and

medium enterprises in Jamaica. Davis established the TAM with two primary variables: perceived ease of use and perceived usefulness. Davis hypothesized two variables as important determinants of technology acceptance.

Venkatesh and Davis (2000) built on the work of Davis (1989) by arranging PEOU and PU into broader frameworks that facilitated the addition of other independent variables. The technology acceptance theory predicts the acceptability of a tool and the modifications that may be necessary to make it acceptable to the user. Davis postulated that under the technology acceptance model, when first presented with new technology, the user considers a number of factors before deciding how and when to use the technology. The two primary factors considered by the user are perceived ease of use, the degree to which an individual believes the use of a system would be free from effort, and perceived usefulness, the degree to which an individual believes a system would enhance performance (Davis, 1989). Scholars have demonstrated that perceived usefulness and perceived ease of use are two different dimensions which facilitate extensions and modifications of the original TAM (Venkatesh & Davis, 2000).

These two dimensions of the technology acceptance model, along with modifications and extensions of the model (Venkatesh & Bala, 2008), feature in assessing the influences on social media adoption by small and medium-sized enterprises in Jamaica. Through an application of the perceived ease of use dimension of the TAM theory (Davis, 1989), insights are delivered on the influences on social media adoption, the preferred social media tools, and how social media technology is used and experienced by SMEs. Through an application of the perceived usefulness dimension

(Davis, 1989), the researcher presents perspectives on the value of social media for various business functions, and the consequence of social media adoption.

Almutairi (2007) argued that the technology acceptance model may not be universally applicable, and factors such as the type of organization and national culture may moderate how new technology is perceived, accepted, and used. The influence of perceived ease of use and perceived usefulness (Davis, 1989), along with the related constructs, perceived critical mass, perceived trustworthiness, and perceived playfulness (Venkatesh & Bala, 2008) were examined through a case study methodology in a Jamaican context.
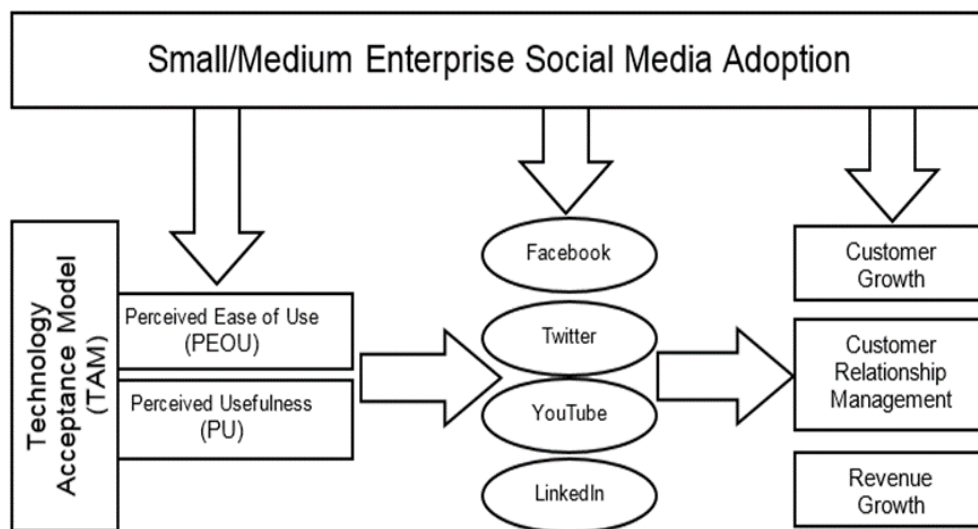
Figure 1. The technology acceptance model applied to social media adoption in SMEs.

Significance

This study is significant because of the vital role that small businesses play in world economies (Headd & Kirchhoff, 2009). It is also significant because new technologies such as social media are driving change in the approach to critical business

functions in small and medium enterprises (Ainin, Parveen, Moghavvemi, Jaafar, & Mohd Shuib, 2015), but there is inadequate research on the adoption experiences in these SMEs (Jobs & Gilfoil, 2014). The paucity of information supports the need for research on social media adoption in SMEs (Durkin et al., 2013). The current research is focused on the Caribbean region, which has not been the focus of many studies.

The results of this research will be beneficial to organizations seeking to determine the effectiveness of social media in driving growth and enhancing operational effectiveness. It will help traditional print, radio, and television organizations to better understand the threat posed by social media to their existing revenue models. Gardner and Lehnert (2016) argued that Internet-based advertising is the fastest-growing advertising expenditure category, outstripping radio, television, and other traditional media formats. Social media advertising represents a significant portion of Internet advertising (Gardner & Lehnert, 2016). This study is an important addition to the practitioner and scholarly literature, providing data on how businesses are using social media, the tools which are employed, and the effect of social media use. Additionally, it provides insights into the business model innovations that are necessary as firms adopt social media (Ainin et al., 2015).

Definition of Terms

Several terms related to small and medium enterprises, traditional, and social media technology are used in this study. Detailed below are the key terms as defined for this research.

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Facebook. Facebook is a social networking platform which allows connection with family and friends. Facebook allows users to post a picture, or video update on their timelines, to which friends can respond by liking or commenting (Boyd & Ellison, 2007).

LinkedIn. LinkedIn is an online professional network used primarily for building professional relationships. LinkedIn has grown to become the fastest provider of corporate recruits (Inks, Schetzsle, & Avila, 2012).

Twitter. Twitter is a microblogging site which allows users to post messages of up to 140 characters. The length of the message allows for real-time postings and updates (Purohit et al., 2013).

Web 2.0. Web 2.0 is the second generation of the World Wide Web, which focuses on facilitating online collaboration and sharing of information (Kaplan & Haenlein, 2010; O'Reilly, 2007).

YouTube. YouTube is a content community that allows users to post videos, view videos, and comment on videos (Dehghani, Niaki, Ramezani, & Sali, 2016).

Small and medium enterprises (SMEs). Businesses are classified as SMEs if annual sales are between JM$10,000,000 and JM$150,000,000 per annum, and if they employ between two and 50 people (Jamaica Ministry of Industry, Investment, and Commerce, 2015).

Social media/social networks. These are social structures comprised of individuals and organizations, which engage with each other through specific activities in virtual networks (Hansen, Dunne, & Shneiderman, 2010).

Social media marketing. This is a marketing technique which allows organizations to gain attention and traffic through social media sites (Vries, Gensler, & Leeflang, 2012).

Traditional mass media. These are the conventional methods of mass communication via radio, print, and television, which support brand building through non-personal one-way communication (Hongcharu & Eiamkanchanalai, 2009).

Assumptions and Limitations

Several assumptions were made during the conduct of this study. The first assumption was that participants were honest in their responses. Second, that the collection of valid and reliable data was possible. The investigation of social media adoption by SMEs as a relevant area for research was the third assumption. The final assumption was that perceived ease of use, perceived usefulness, and other dimensions of the extended technology acceptance model mediate the effects of external variables on the user's attitude and social media usage behavior.

There were three limitations to this study. Firstly, the locus of the study was in Jamaica, employing a single case study, which limits the ability to apply the findings to any other context or company. While the context does not raise questions regarding the validity of the findings, it does affect the extent to which the findings can generalize to other businesses, and to businesses outside of the region studied. Second, social media adoption experiences in the Jamaican SME sector were studied. Although the assumptions are clear regarding the emphasis on firms in Jamaica, there could be questions regarding applicability to other businesses in the same area or elsewhere. The

time taken to complete this study was the third limitation. The schedule and timeframe of the doctoral program placed limits on the ability to broaden the results beyond the single case studied or beyond businesses in Jamaica.

Organization of Remainder of Study

Chapter 2 of the study contains a review of relevant literature. The segments of the literature review include: (a) a review of social media and social media adoption; (b) an assessment of the social media adoption patterns, uses, and experiences of small and medium enterprises; (c) application of the technology acceptance model (Davis, 1989) to social media adoption by SMEs; (d) an assessment of the impact of social media adoption on small and medium enterprises; and (e) an assessment of the impact of social media on traditional mass media.

Chapter 3 contains an outline of the research design and methodology, the research participants, and the research setting. In addition, the research questions and data collection and analysis methods are described. This chapter also includes the credibility, dependability, and ethical considerations of the study. The results of the research are detailed in Chapter 4. These details include the data collection results, and the data analysis and results. Finally, Chapter 5 includes the evaluation of the research questions, fulfillment of the research purpose, the contribution of the study to the business problem, recommendations for future research, and the conclusions of the study.

CHAPTER 2. LITERATURE REVIEW

Introduction

The emergence of social media, the group of Internet-based applications which allow users to create and modify content, represents one of the most significant technological innovations for individuals and businesses in recent years (Berman et al., 2007). Social media builds on the foundations of Web 2.0 technology, resulting in changes to the way enterprises interact with customers and the way consumers interact with brands, and with each other (Kaplan & Haenlein, 2010). Companies which adopt social media for various business functions have experienced improved efficiencies, cost reduction, and improved business performance (Kare-Silver, 2011).

This study contributes to the literature on the social media adoption experiences of small and medium enterprises. The seminal study by Zenter (2012) suggested a correlation between Internet penetration, social media adoption, and decreasing budgetary allocations to traditional television and print advertising. This literature review highlights the research on social media adoption by firms and the implications of social media adoption. From the review of literature, a number of reasons for the adoption of social media were identified, including to build business contacts (Singh, Lehnert, & Bostick, 2012), for open innovation (Mount & Garcia Martinez, 2014), and for marketing and advertising (Schaupp & Bélanger, 2014).

The social media uses and experience of SMEs in Jamaica is the focus of this research. In support of the study, three main concepts in the literature are explored. The social media phenomenon is examined from a historic, developmental, and futuristic

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perspective. Social networking platforms are identified and classified based on the level of self-disclosure and social presence, as presented by Kaplan and Haenlein (2010). In this section, there is also a discussion of the distinction between social media and related concepts such as Web 2.0, with reliance on the work of Kane et al. (2014), Kaplan and Haenlein (2010), Akrimi and Khemakhem (2012), and Ellison and Boyd (2013).

In the final section of the literature review, the adoption of social media by SMEs is examined, applying the technology acceptance model, and employing a qualitative method of inquiry. Qualitative methodology is used extensively in social media research and was employed by Durkin et al. (2013) in exploring social media adoption by SMEs in Ireland. The focus on businesses in the Caribbean island of Jamaica adds to the literature on social media adoption in developing economies. The following questions guided this research.

Primary Research Question: How do small and medium enterprises in Jamaica use social media in their businesses?

Supporting Research Question 1: What are the factors that influence social media adoption by Jamaican SMEs?

Supporting Research Question 2: What are the social media tools that are being adopted by SMEs in Jamaica?

Supporting Research Question 3: How do small and medium enterprises in Jamaica believe social media is impacting their businesses?

Supporting Research Question 4: How do small and medium enterprises in Jamaica believe social media will impact their businesses in the future?

Supporting Research Question 5: How do small and medium enterprises in Jamaica believe social media adoption will impact their use of traditional media?

About Jamaica

Jamaica is the largest island in the English-speaking Caribbean, with a population of approximately 2.8 million people (Statistical Institute of Jamaica, 2017). Jamaica's mixed population is made up predominantly of Black descendants of African slaves, who make up 91.2% of the population. Chinese, East Indians, and Europeans make up 6.2%, and others make up the remaining 2.6%. (Statistical Institute of Jamaica, 2017).

Jamaica is a member of the British Commonwealth, a democracy governed by an elected government (Jamaica Information Service, 2017). The island has a bicameral parliamentary system, borrowed from England, its former colonial ruler. Elections are held every five years, and the government functions as a constitutional monarchy, with the Prime Minister as head and the Queen of England serving as titular sovereign (Gordon, 2007). The presence of England's Queen Elizabeth is represented by the Governor General, Sir Patrick Allen, who appoints the Prime Minister and Opposition Leader and advises on the selection of ministers to serve in the Cabinet (Gordon, 2007). Culturally, Jamaica is well known for its reggae music, made popular by favorite son Bob Marley, and for its athletic prowess, led by the world's fastest man, Usain Bolt (Jamaica Information Service, 2017).

Kingston is the capital of Jamaica. It is the largest city and has a population of approximately 1 million people. The city of Montego Bay, the second largest, located in

the western section of the island is the tourism capital of Jamaica (Statistical Institute of Jamaica, 2017). The city of Kingston plays an important role in the Jamaican economy. It is the home of the various ministries of government, and the center of the island's economic activities. Kingston is also the headquarters for many local financial institutions, and international conglomerates (Gordon, 2007). Jamaica is a mixed economy, driven by both private, and state enterprises, with international conglomerates, local business, and small and medium enterprises collectively contributing to economic activity (Gordon, 2007). Jamaica's economy is driven primarily by tourism, financial services, agriculture, and bauxite, which is experiencing a decline, given the fall in the global demand for alumina (Gordon, 2007). The small business sector, which was the focus of this study, plays a critical role in driving employment and economic activity in the island's major towns and cities (Small Business Association of Jamaica, 2015).

The SME Sector

The context for this research, the SME sector, is characterized by factors which distinguish these entities from large enterprises (Durkin et al., 2013). Small businesses are usually categorized based on their location in the world; however, the most common categorization is based on total sales, total revenue, or the number of employees (Headd & Kirchhoff, 2009). In the United States, for example, a small business is defined as a firm with less than 500 employees. In Jamaica, a small business employs between six and 20 persons, and a medium-sized enterprise employs 21 to 50 persons (Jamaica Ministry of Industry, Investment, and Commerce, 2015). Small businesses are significant creators

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of jobs in Jamaica, accounting for 90% of the labor force (Jamaica Ministry of Industry, Investment, and Commerce, 2017).

Jamaica has a growing cohort of small and medium-sized businesses, with 53% male and 47% female owned (Balcostics, 2013). Most entrepreneurs or small business owners, 51%, fall in the age group 35 to 49 years. This category is followed by those in the 19 to 24 age group, 22%, and those in the over 50 age group, 27%. The majority of Jamaica's SME owners are reasonably educated, with 17% having a diploma, 40% having a first degree and 23% having a Master's degree. The remaining number are either holders of high school diplomas or doctoral degrees (Balcostics, 2013). According to the Balcostics survey, most SME owners are driven into business by either their personal goal to own a business, the opportunity to fill a gap or the freedom that owning a business allows.

Small and medium enterprises are vital contributors to the advancement of any nation, and critical to the success of an economy (Alam & Noor, 2009). As a result, there is an ongoing need to research the issues impacting the growth and value of SMEs in developing economies such as Jamaica. The need for SMEs to embrace new technology as a path to growth is highlighted in the literature. Ismail, Jeffery, and Van Bell (2011) found that SMEs tend to adopt more traditional approaches to the performance of various business functions, and are not as willing as big businesses to embrace new technology.

In Jamaica, there is growing adoption of social media by SMEs for commercial use. In a survey administered by Balcostics (2013), the findings indicated that 74% of SMEs use Facebook, 45% use LinkedIn, 33% use Twitter, 21% use Google Plus, and 7%

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use Foursquare. Only two in 10 SME owners indicated that they did not use social media. Despite what appears to be a high social media adoption rate by SMEs in Jamaica, what is not known is the nature of the adoption experiences by these organizations and the impact that social media tools are having on their businesses.

Social Media

Kane et al. (2014) described social media as a modern class of information technologies which facilitate collaboration and interpersonal communication through the use of Internet-based platforms. Social media simultaneously support one-on-one and mass communications (Vorvoreanu, Boisvenue, Portela, & Bao, 2013). The most popular social media tools are Facebook, Twitter, YouTube and LinkedIn (Kane et al., 2014). Despite the heavy use of these social media tools by millions of people around the globe, their application for business is still in the early stages, and social media researchers have not settled on which technologies are classified as social (Kane et al., 2014). The term social media has been applied to a range of technologies, including blogs, virtual worlds, and wikis, which facilitate the creation and exchange of information, and build on the Web 2.0 foundation (Akrimi & Khemakhem, 2012; Kaplan & Haenlein, 2010). Kaplan and Haenlein classified social media into six specific categories based on the level of self-disclosure and social presence, including:

1. Content communities (e.g., YouTube);

2. Social networking (e.g., Facebook);

3. Blogs and microblogging (e.g., Twitter);

4. Collaborative projects (e.g., Wikipedia);

5. Virtual game worlds (e.g., World of Warcraft);

6. Virtual social worlds (e.g., Second Life).

Web 2.0, on which social media is built, represents the second release of Web technology, emphasizing interactivity (Kaplan & Haenlein, 2010). Web 2.0 spans all connected devices and include applications that make use of the advantages of the remixing of data from multiple sources (Vorvoreanu et al., 2013), including the mixing of the data of individual users, which also become mixed with the data of other users. Effectively, Web 2.0 goes beyond the rich Web 1.0 experience to deliver an architecture for participation (Yu, Yuen, & Park, 2012).

Using social cognitive theory, and uses and gratification theory as the theoretical foundation, Kaplan and Haenlien (2010) argued that social media will continue to drive the evolution of the world wide web, and will increasingly be used to predict real-world outcomes (Asur & Huberman, 2010). Boyd and Ellison (2007) argued that the key elements of social media are not totally new. Features such as creating, broadcasting, and connecting were always with users. What is new is how these features are employed in social media networks, which allow brands to engage customers directly and on their terms (Woodcock, Broomfield, Downer, & Starkey, 2011).

Social media content community sites are among the most visited on the web, and they attract millions of visitors from around the world (Fan & Gordon, 2014). It is estimated that 73% of adult Internet users spend more than 20% of their time on social media, and firms are benefitting from utilizing and monitoring these social media platforms (Fan & Gordon, 2014). As social media become more popular with consumers,

they are receiving increased attention from scholars and researchers regarding their ability to build brands (Michaelidou, Siamagka, & Christodoulides, 2011).

According to Fan and Gordon (2014), social media marketing (SMM), which is made possible by the increasing popularity of social networking sites, has become one of the most heavily debated topics in business, marketing, and advertising. There are divergent views on the social media tools that are having the greatest impact on business; however, there may be validity in all sides of the arguments, as each social media platform delivers unique advantages to companies for marketing and advertising (Van-Tien Dao, Nhat Hanh Le, Ming-Sung Cheng, & Der Chao, 2014). Each platform has a unique marketing value proposition (Logan et al., 2012), and consequently its own unique effect on the marketing/advertising models of firms (Naik & Peters, 2009) as they optimize advertising spending through cross-media spending.

Social Media Networks

Hansen et al. (2010) argued that social media networks, including Facebook, Twitter, and YouTube have facilitated interaction, collaboration and sharing in ways beyond human expectation and understanding, and have given way to unprecedented opportunities for individuals and businesses alike, given their perceived user value (Geddes, 2011). Boyd and Ellison (2007) described social networks as:

> Web-based services that allow individuals to (a) construct a public or semi-public profile within a bounded system, (b) articulate a list of other users with whom they share a connection, (c) view and traverse their list of connections and those made by others within the system. (p. 211)

In updating the definition presented by Boyd and Ellison (2007), Kane et al. (2014) argued that social networks have evolved; hence, there is need for an amendment to the definition of social media to address the fact that the boundedness of social networking sites has reduced, as these sites have extended their functionality beyond their websites. Increasingly, social media platforms facilitate application programming interfaces that allow other technologies such as mobile apps and other websites to build on the features and data available in the focal platform (Ellison & Boyd, 2013). Consequently, Kane et al. (2014) argued that given the extension of the main features of social networking sites, a change in terminology is necessary. A shift to social media networks better reflects the current state of the technology (Kane et al., 2014).

Borgatti and Foster (2003) reviewed and analyzed the emerging network paradigm in organizational research. The researchers reviewed studies that were organized around known research streams. Using the findings of that review, Borgatti and Foster created a two-by-two framework that cross-classifies network studies according to explanatory goals and explanatory mechanisms. Borgatti and Foster's two-by-two framework has four types of social networks:

1. Contagion networks: How the spread of resources influences nodes through the network;

2. Environmental shaping: How members are influenced by a predictable network environment;

3. Structural capital: How elements of the structures of relationships constrain or benefit individuals;

4. Resource access: How resources available in the network benefit nodes.

Using the framework created by Borgatti and Foster (2003), Kane et al. (2014) undertook an investigation of how social media platforms induce homogeneity. Using an adaptation of this framework helped in understanding research focusing on social networks, on the basis of performance, variation, or social homogeneity. Kane et al. assessed the implications of core social media features for four social networking streams. The researchers conducted a survey involving 4,803 business managers and analysts in 109 countries. The sample was drawn from organizations of all sizes in 26 industries. In addition to the survey, researchers interviewed business technology vendors as well as executives from various industries, to understand the practical issues facing organizations, in relation to social media adoption. Respondents were required to rate on a scale of one to ten, the maturity of their organization's social business practices. Maturity ratings ranged from 1 (*not at all close) to* 10 (*very close*). Organizations which had respondents rating their social business practices were categorized as 1-3 (*early)*, 4-6 (*developing*), or 7-10 (*maturing*).

Most respondents in the study reported that social business positively affected business outcomes. Social business maturity played a critical role in helping to realize business value. Improvements in social business maturity included both radical and incremental steps (Kane et al., 2014). Multinational companies reported the greatest impact of using social media platforms. The majority of global respondents, 92%, reported that social business helped them operate across geographies. Another finding of the study was that social media networks support a range of online social relationships

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which do not translate into offline social relationships. Additionally, social media provide capabilities for users that they do not have in offline social networks (Kane et al., 2014). These online social relationships influence the participation, attitudes, and buying decisions of participants, with long-term effects on how platforms are viewed and used by advertisers. Increased use of social media platforms by both individuals and enterprises is forcing new strategic business models emphasizing social media use, and a corresponding reduction in the use of traditional media channels for business activities such as advertising and marketing (Kane et al., 2014). Berman et al. (2007) identified the most popular social media networks as Facebook, YouTube, Twitter, and LinkedIn.

Facebook

Launched in February 2004, Facebook has grown from a Harvard University student network to a social networking service reaching users across the globe (Jae-Young, 2016). Facebook allows users to create a public or semi-public profile, create a list of connections, share with connections, and track the positions and activities of connections (Boyd & Ellison, 2007). In addition, the site allows users to join groups of common interest with friends, including work, school, church, and community groups. These opportunities have led to the social networking site becoming enormously popular since its launch (Nadkarni & Hofman, 2012).

Facebook advertising began in August 2010 (Nadkarni & Hofman, 2012); at the time, advertising consisted, primarily, of paid banner advertisements. Advertising on Facebook has seen a rapid change since its inception, to include classified listings, brand and business pages, viral marketing capabilities, location-based promotions, and

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analytics. In addition, sponsored stories to the right of the news feed allow the advertiser

to purchase a user's verbatim updates, check-ins at businesses, along with the user's

name and photograph (Beauchamp, 2013). Beauchamp argued that with the growing

number of viewers on Facebook, each month, and approximately half of those users

checking their Facebook account daily, Facebook presents an excellent opportunity for

firms to extend the reach of their advertising message; however, with increasing negative

consumer perceptions of Facebook advertising, many companies are rethinking their use

of Facebook for advertising (Beauchamp, 2013). In corroboration, Jae-Young (2016)

asserted that there is growing skepticism towards advertising in social media; hence, it is

necessary for firms to determine the reason for the skepticism and work towards

rebuilding consumer confidence.

Twitter

Twitter is a microblogging site which allows users to post messages of up to 140

characters. The length of the messages allows for real-time posting of messages and

updates (Purohit et al., 2013). Twitter allows users to post updates about activities, share

useful information, and forward the posted messages and statuses of other users. The

limit of 140 characters influences the user's expression (Purohit et al., 2013). The use of

the hashtag allows the user to identify a topic of communication using the minimum

characters.

Burton and Soboleva (2011) argued that Twitter provides an opportunity for

organizations to develop personalized communication with those who choose to follow

the company's Twitter feeds. The increased scope for interaction between brands and

their customers has led brands to develop Twitter accounts. By late 2010, 60% of Fortune 500 companies had a Twitter account, compared to only 56% who had a Facebook account. Burton and Soboleva undertook a study aimed at analyzing and comparing the tweets of organizations in different regions of the world.

The study compared the usage of Twitter by a variety of organizations across two regions, the United States and Australia. The sample included publicly owned companies, which had a corporate account, and which had a minimum of one tweet per day. Six companies which met the conditions were chosen for analysis. The companies reflected different levels of involvement on Twitter. This ranged from high involvement to low involvement with Twitter. Tweets were coded for the different levels of interaction and classified as highly-interactive if they contained (#), as medium when the tweet had retweets, and low interactive if the tweet was a response to another tweet. Tweets with more than one level of interactivity were coded at the highest level. Tweets were also coded for internal and external links. Two coders were used to perform coding and agreement reviewed. Agreement between coders was high at 95%, and by identifying errors in coding, inconsistencies were resolved, resulting in agreement of 100%. Mood's median test was used to make comparisons between the different types of tweets (Burton & Soboleva, 2011).

The researchers found that there was a lower number of Twitter users in the U.S. than in Australia. However, there were no major differences across countries regarding followers, the number of tweets or ratio of tweets to followers. For some companies, there was inefficiency of Twitter communication when assessed by the ratio of followers

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to tweets sent. The results indicated no clear pattern of consistent use of Twitter within organizations. However, the analysis of various Twitter practices suggested there are possible ways for Twitter to be effectively included in the firm's marketing strategy. Burton and Soboleva (2011) concluded that Twitter makes available another channel for inclusion in the integrated communication strategy of organizations.

YouTube

YouTube, the content community that allows users to post, view, and comment on videos that are posted, is the world's third most visited website, with over one billion visitors monthly (Dehghani et al., 2016). YouTube viewers can engage by liking, commenting on and sharing videos. The most frequent users of YouTube are the younger generation of users between 18 and 34 years old, who post two-thirds of YouTube videos and watch YouTube videos more than they do cable TV channels (Dehghani et al., 2016). YouTube's rich repository of insights and information about markets and viewer consumption patterns has attracted the attention of advertisers, and researchers such as Dehghani et al. who undertook a study to determine what factors influence customers' acceptance of YouTube as an advertising medium. Four dimensions related to YouTube advertising were identified for investigation: entertainment, customization, irritation, and informativeness. The conceptual model hypothesized that advertisement value strategies have a positive association with brand awareness. This positive association, in turn, influences the perceived usefulness of the YouTube platform and the continued use of the site by consumers.

The sample for this study was from university students in the 18-29 age group who are frequent users of YouTube. Data was collected using judgment and quota sampling. Due to incomplete information, 55 of the samples were excluded. Eight additional participants were dropped because of their lack of experience in watching online video advertising. The 315 usable surveys led to 83% useable response rate. The study employed a Likert-type measurement scale with a five-point format, anchoring at 5 (*strongly agree*), and 1 (*strongly disagree*). Separate items measured the customization, informativeness, entertainment and irritation scales (Kim, Sohn, & Choi, 2011). Cronbach's alpha coefficient was used to validate the reliability of the questionnaire. Cronbach's alpha coefficient of the questionnaire was .97.

The researchers found that there is perceived utility of entertainment, informativeness, and customization by consumers of YouTube advertising, which has a positive effect on advertising value. Perceived utility of irritation of YouTube advertising has a negative effect on advertising value. The researchers concluded that brand awareness through YouTube positively affects the purchase intention of consumers. According to Deghani et al. (2016), the increasing use of YouTube by both individual and corporate entities has influenced the way advertisers design their advertising strategy.

LinkedIn

LinkedIn, the world's largest professional networking service, facilitates the creation, management, and sharing of the users' professional identity in an online context (McCabe, 2017; Witzig, Spencer, & Galvin, 2012). The use of social media platforms such as LinkedIn has become integral to the recruitment of new employees, significantly

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impacting human resources practices (Witzig et al., 2012). In corroboration, McCabe (2017) argued that LinkedIn has disrupted traditional recruitment methods, effectively changing the corporation. LinkedIn facilitates the active engagement of job seekers (McCabe, 2017) and allows businesses to be in direct contact with potential employees (Paliszkiewicz, & Mądra-Sawicka, 2016). Users must pay attention to developing their self-presentation strategy, which is critical to success, for both businesses and individuals (Paliszkiewicz & Mądra-Sawicka, 2016). The researchers argued that the emerging importance of social networking sites is creating conflicts between new social media culture and traditional corporate culture, which points to the need for further research to determine the advantages and disadvantages of social networking sites such as LinkedIn (Paliszkiewicz & Mądra-Sawicka, 2016).

Social Media Adoption in Developing Economies

The technology adoption model, advanced by Davis (1989), states that perceived ease of use and perceived usefulness significantly influence individuals' behavioral intention to use technology. Venkatesh and Bala (2008) extended the technology acceptance model to include perceived critical mass, perceived trustworthiness, and perceived playfulness, which can potentially influence the acceptance of a new technology by users. The influence of the variables of the technology acceptance model, and the extended technology acceptance model, on social media adoption in SMEs, was explored through a case study methodology in the real-life context of Jamaica.

Sobaih, Moustafa, Ghandforoush, and Khan (2016) studied social media adoption in higher education in developing countries. The study was in response to the increasing

use of social media by students across the world for academic purposes. A mixed method approach was used for this study. The sample was drawn from faculty members of eight public higher education institutions in Egypt. Half of the 403 faculty members of the public institutions were contacted. In phase one, a five-part questionnaire was administered to respondents. From the 200 instruments distributed, 190 were valid. The demographic data of participants was collected in part one, while the second part collected social media usage data. The third and fourth sections collected data on the perceptions of social media usage for academic purposes, and the perceptions of the value of social media. A five-point Likert-type scale (where 1= *no value* and 5= *great value*) was used for this section of the survey.

In the final section, respondents were asked to give their opinion on the use of social media for academic-related purposes in higher education or in hospitality and tourism. The reliability of items and measures used was assessed using Cronbach's alpha coefficient. This instrument yielded an alpha high level of .94 for 44 items, compared to the acceptable reliability level of .60. SSP Frequencies were used for the analysis of the profiles of respondents. For the assessment of perceptions of respondents towards the use and value of social media, descriptive statistics were used (mean and standard deviation). Effect size statistics using ETA squared was used to indicate the extent of the differences between the use and value of social media. Interview data were analyzed manually using content analysis. The value and use of social media responses from faculty members were measured using paired-sample *t*-tests. The second phase of the survey included interviews with participating faculty members. Semi-structured interviews were conducted with 27

faculty members to explore the potential of social media for teaching and learning and to probe the questionnaire results.

The first major finding was that all respondents used social media. The majority were active daily users of social media platforms, while the remainder were active weekly users. Social media platforms were accessed using phones and tablets by 92% of the respondents. Only 8% of the respondents indicated that they accessed social media using their desktops. Faculty members subscribed to a number of social networking sites. Facebook emerged as the most popular site, followed by WhatsApp and LinkedIn. Other popular social media sites included Twitter, YouTube, and Instagram. The main reason identified by participants for social media use was to remain connected with family and friends. Other reasons for social media use were to connect with professional colleagues, to receive news updates, and to express their views (Sobaih et al., 2016).

All participants agreed that social media are valuable in higher education, hospitality, and tourism; however, social media was not considered critical for academic purposes (Sobaih et al., 2016). There were high mean values for all items regarding the value of social media when compared with their actual use. The usage pattern of social media for academic purposes included posting useful links for students, posting lectures, and changing the times of lectures. Faculty communications were mostly one way, as faculty did not facilitate two-way interaction with students (Sobaih et al., 2016).

Faculty identified the following concerns and barriers to using social media. Firstly, there were concerns that students could track their personal lives and put them at risk. Secondly, social media were perceived as tools for entertainment and socialization;

hence, using social media for teaching and learning would be a waste of time. In addition, many students and faculty did not understand how to use social media as a teaching/learning tool. Full adoption of social media was impeded by poor infrastructure, specifically, the absence of information technology and limited Internet access on and off campus. The developing economy setting of this study makes it relevant to the assessment of social media adoption and impact in a Caribbean context. The reality of poor infrastructure and limited Internet access in developing economies is also relevant, as collectively these realities impact the extent of social media use by consumers, and adoption by firms in developing countries.

A study by Awad Alhaddad (2015) investigated how social media marketing impacted brand equity in social media. The study targeted the Syrian mobile market, specifically local university students. A pre-test was done with 50 students to select product classes and product category. A questionnaire was used as the survey instrument to investigate the hypotheses of interest. The study was quantitative, and a total of 280 business studies students participated. Respondents were required to indicate agreement with items on the Likert scale, anchored by *strongly disagree* (1) to *strongly agree* (5). To empirically test the measurement model, a confirmatory factor analysis was conducted. Composite reliability construct reliability (CR) was done using CFA and construct reliability done using Cronbach's Cornel, and Larcker criterion was used to assess the discriminant validity.

The hypothesized relationships were supported in the structural model, confirming that advertising awareness has a positive effect on brand image in social

media (Awad Alhaddad, 2015; Dehghani et al., 2016). Brand image is created by focusing on the development of awareness of advertisements using social media. Managers wishing to increase brand equity can build awareness by focusing on those things that create awareness such as links, photos, and audio files, which can be highly effective as an advertising technique (Awad Alhaddad, 2015).

Wei and Golan (2014) investigated how the perceived effects of social media advertising advanced by (Awad Alhaddad, 2015) featured in the 2012 presidential elections, from a third-person perspective. A survey method was used with a probability sample of college students. As the most active users of social media, college students were identified as the most appropriate population for the study. The sample was drawn from a U.S. public university with 22,500 undergraduate students. Classes were used as the sampling unit, and a random sampling method was used. Four classes were randomly selected, and the sample size was 98 students. Participation was voluntary and trained undergraduates assisted with the survey. Media measurement included the use of social and political advertising on social media during the presidential campaign of 2012.

To measure the frequency of use, participants in this quantitative study were asked to report on how often they use social media platforms Twitter, YouTube, and Facebook over a 1-week period. To measure exposure to social media ads in the 2012 elections, respondents were asked to report on how frequently they had seen political ads on Twitter, Facebook, and YouTube. A 1 to 5 rating scale was used, with 1 meaning *never*, 2 meaning *rarely*, 3 meaning *sometimes*, 4 meaning *often*, and 5 meaning *all the time*. Factor Analysis with Varimax rotation resulted in a single-factor solution

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(eigenvalue = 1.99 e- 66.17% variance) confirming a single underlying dimension (Wei & Golan, 2014).

The main finding of this research was that respondents perceived a greater influence of political ads in the 2012 presidential election on others than on themselves. They viewed social media political ads as undesirable and able to influence others (Cohen & Davis, 1991) because they represent word of mouth distribution, but such ads did not impact them. These results confirmed the perception of the ambiguity of social media advertising as a form of viral communication (Wei & Golan, 2014).

Social media marketing plays an important role in the purchasing decision of social media users. To determine the effect of social media marketing value on online purchase intention, Van-Tien Dao et al. (2014) undertook a social media adoption study in Vietnam, which leads the Southeast Asian market in terms of Internet penetration and social media use. According to Van-Tien Dao et al., the country has a 34 percent penetration rate and 31 million Internet users, representing the highest penetration and usage rate for social media in that region. YouTube and Facebook were the social media platforms selected for this study because of their popularity with social media consumers. Given their heavy presence in social media, the Vietnamese university students segment was chosen for the population (Van-Tien Dao et al., 2014).

The measures used were from previous research, with modifications to suit the study. A seven-point Likert-type scale was used. The study measured the entertainment and informativeness constructs. The scales originated from the work of Ducoffe (1995)

and Pollay and Mittal (1993). A three-item scale adopted from MacKenzie and Lutz (1989) was used to measure credibility, and a scale developed by Ducoffe (1995) was used to measure perceived value of advertising. Online purchase intention was assessed by a four-item scale adapted from Yoo and Donthu (2001). A back-translation technique was used to translate the survey from English to Vietnamese. One questionnaire was designed for Facebook and another for YouTube, the main difference being the scale item referring to the two platforms.

Data analysis for the study was done using the partial least squares (PLS) approach and using SmartPLS, which was selected for its predicting capability (Dijkstra & Schermelleh-Engel, 2012) and its ability to work with multi-collinearity datasets. The results indicated three dominant social media beliefs—credibility, informativeness, and entertainment—have positive effects on consumers' perceived social media advertising value in Southeast Asian transitional economies. The perceived value of social media advertising, in turn, has a positive influence on the online purchasing decision. Additionally, the effects of advertising, entertainment, and informative value on social networking websites are weaker than those on content community websites; however, advertising value and credibility on both types of social media are similar (Van-Tien Dao et al., 2014).

Logan et al. (2012) extended the work of Van-Tien Dao et al. (2014) among students, undertaking an investigation to compare female students' perceptions of the value of social media advertising and television advertising. The sample consisted of 500 students in various courses who were invited to participate in the study. A snowballing

technique (Baltar & Brunette, 2012) was used to add respondents from social media networks Twitter, Facebook, and LinkedIn. All survey participants were screened for media usage and gender. Participants were drawn from three major universities in the United States Southwestern and Midwestern regions. A 51-item questionnaire was administered to participants, online. Study data were collected over three weeks.

Measures related to social media and general media use were included in the survey instrument. Value structure for television and social media advertising was measured by adapting established scales (Ducoffe, 1995) to assess entertainment, irritation, advertising, and perceived informativeness value (Dehghani et al., 2016). A seven-point, Likert-Type scale was used to record the responses of participants. Using Pearson correlations, a positive relationship between the advertising value variable and the informativeness variable of social media and television was revealed. The television data indicated an insignificant relationship between the irritation and advertising variable value. Additionally, the structural equation model for television and social networking indicated a poor fit (Logan et al., 2012).

The researchers found that as a composite variable, advertising value does not predict attitude toward advertising. Instead, for both traditional media (television) and social media (Facebook, Twitter, YouTube), entertainment and informativeness were identified as the main predictors of advertising value. This finding coincides with that of Van-Tien Dao et al. (2014), who measured the entertainment and informativeness constructs of social media. There is agreement between Van-Tien Dao et al., Logan et al. (2012), and Dehghani et al. (2016) that entertainment is the primary predictor of

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perceived value of social networks, and therefore has the greatest influence on the buying decision. Conversely, informativeness was identified as more important in the assessment of perceived value of advertising on television (Logan et al., 2012).

Social Media Adoption in Business

An increasing number of researchers agree that social media adoption can significantly benefit organizations. Scholarly researchers have indicated that social media have a greater positive effect on attitudes toward brands and on purchase intentions of consumers than more traditional media (Colliander & Dahlen, 2011). To better understand the social media adoption strategy of firms, Mi, Lijun, Jianling, Weiguo, and Wang (2015) investigated the adoption of social media by large corporate entities. The authors investigated the adoption of social media platforms Facebook and Twitter by 9,861 firms, as well as their use in corporate disclosure. Firms were drawn from all industries, and social media accounts obtained from their websites. Information such as messages released, and time of account creation was retrieved, examined, and categorized according to a previously-developed framework (Mi et al., 2015).

This quantitative study relied on a statistical approach to analyze over three million Twitter messages and one million Facebook messages. The researchers divided the information that firms released into corporate disclosures and nondisclosures. Corporate disclosures were further divided into financial disclosures, nonfinancial disclosure, and strategic disclosures. Each of these categories was further divided into 12 subcategories (Mi et al., 2015). Training data were manually sorted, and the necessary data cleaning procedures were applied. The Synthetic Minority Over-Sampling

Technique (Rufino, Vieta, & Nakamoto, 2016) was then applied to the dataset to address the imbalanced data issues. The standard *stemming* and *stop-word removal* processes were applied to improve efficiency and reduce noise in the text.

A class-based approach was then used to select document terms and features. Each message was then represented as a feature vector, according to the term frequency-inverse document frequency (*tf-idf*) weighting schema, and the researchers used a cost matrix to increase the penalty. Social media message training and classification process was employed and an *N*-fold cross-validation test (with *N* varying from three to 50) was used to evaluate the classification performance. Finally, the optimal classifier was used to classify other un-coded social media messages.

The results indicated that 49% of firms adopted either Facebook or Twitter, and 30% adopted both platforms. This finding confirmed the importance of social media as a medium for the disclosure and dissemination of corporate information (Mi et al., 2015; Roohani & Attaran, 2014). The results also showed that more firms join Twitter before Facebook, suggesting that firms prefer Twitter to Facebook as their first choice of social media platform (Mi et al., 2015). The use of Twitter resulted in faster responses from users, 13 minutes, compared to 25 minutes by Facebook users; however, Facebook's 427 minutes of engagement was longer than Twitter's 10 minutes. This finding is relevant to the current study as it focuses attention on the social media platforms favored by businesses in terms of the order in which social media platforms are adopted, and the purpose for which they are adopted.

Moving beyond the business to customer relationship, Siamagka, Christodoulides, Michaelidou, and Valvi (2015) undertook a quantitative study to investigate the factors influencing social media adoption by B2B organizations. The researchers developed a conceptual model, drawing on the resource-based theory (Wernerfelt, 1995) and the technology acceptance model (Davis, 1989) using data from B2B organizations in the United Kingdom. The technology acceptance model was developed to predict the extent to which new technology would be accepted and adopted by users (Davis, 1989). The technology acceptance model has become the dominant theory to predict technology acceptance and adoption (Venkatesh & Bala, 2008), and is the theory applicable to the current study.

For this study, 5,000 companies in the United Kingdom participated in data collection. Company contacts were obtained from a permission based mailing list. Respondents were drawn from a wide cross-section of industries, including manufacturing and healthcare. Executives of the selected companies were sent email links to the survey. The five-part questionnaire had measures of perceived barriers, adoption of social media and organizational innovations. A single item on a 7-point scale (Sila, 2010) was used to measure the adoption of social media. To enhance the validity of the survey findings through triangulation (Denzin & Lincoln, 2003), semi-structured interviews with social media specialists and marketing managers in B2B organizations were undertaken. By choosing respondents in the best position to provide deep insights into the usage of social media, a purposive sampling technique was used. Interviews with

B2B managers provided additional information on the factors which drive social media adoption by B2B organizations.

Interview transcripts were analyzed using template analysis (King, 1998). Inter-code reliability was established by academic experts who reviewed the transcripts (coefficient of agreement = 91.8%). The researchers found that the extent to which social media were perceived as useful within B2B organizational contexts was determined by perceived ease of use, perceived barriers, and image. Actual adoption of social media in B2B contexts was significantly influenced by the innovativeness of the organization and the perceived usefulness of the social media technology. Consistent with the findings of Kane et al. (2014), and Siamagka et al. (2015), the researchers found that Twitter and Facebook are the two most popular social media platforms for marketing and advertising. Siamagka et al. (2015) found that LinkedIn is gaining significant popularity, as social media interactions move beyond the business to customer model, and increasingly to the business to business interactions.

Despite the popularity of Twitter among businesses, Facebook featured as the network of choice in the introductory stages of social media adoption. This was confirmed by Perrigot, Kacker, Basset, and Cliquet (2012), who investigated the adoption and use of social media networks by firms during the early stages of the introduction of social media networks. The researchers examined the adoption of the most popular social networking site, Facebook, by franchisors. Franchisors were examined, firstly, in relation to their size, industry, and internationalization; and secondly, in relation to variations in the use of Facebook.

The study included 408 franchisors with business operations in the French market and was based on the theory that firms vary in the speed at which they adopt innovations. In line with the preliminary nature of the study, non-directional hypotheses were used for the relationship between Facebook adoption and four widely used exploratory variables, franchise system age, advertising royalties paid to franchisor by franchisees, franchise system size, and two control variables, internationalization, and industry. The researchers assessed whether the 408 study subjects had established a presence on Facebook, and considered only the Facebook pages created by the franchisors, and not those created by the franchisees, customers or employees. The variables included those linked to the contents of the Facebook pages and those associated with the characteristics of the franchise system.

A combination of descriptive statistics methods was used to analyze the data, including Pearson chi-square tests and t-tests, which allowed for the examination of differences between those which were early Facebook adopters and those which were not. A logistic regression model was employed to highlight the factors that predicted the Facebook presence of Franchisors. The researchers found that 21.3% of the participants were present on Facebook, and there were significant differences between those who were on Facebook and those who were not (Perrigot et al., 2012). Variations related to the characteristics of the franchisors and other characteristics of the system, including the percentage of company-owned outlets, and advertising royalty rate (Perrigot et al., 2012).

Marketing and Advertising

The adoption of social media by businesses and the use of social media for marketing and advertising are steadily gaining ground, resulting in a reallocation of advertising budgets from television advertising to social media (Jobs & Gilfoyle, 2014). Zenter et al. (2011) undertook a study of 88 countries over 11 years, from 1998 to 2008, to investigate the relationship between the adoption of the Internet and social media, and the resulting changes in the budgetary allocations to offline media such as radio and television.

Panel data from the World Bank and the ITU were used to evaluate the extent to which advertising spends on each media type had changed over time as Internet penetration changed at the country level. Advertising expenditure data at the country level was acquired from the World Advertising Research Center (WARC). The researchers used panel data to study how the advertising expenditures by businesses in each country, and on each advertising platform had changed over time, in relation to changes in Internet penetration and social media adoption by businesses at the country level.

The researchers found that new media platforms have complicated the measurement of advertising expenditures, as many traditional media also have online formats. In addition, it was found that increases in Internet penetration correlate with decreasing advertising budgetary allocations to television and print but not radio. The suggestion is that radio listening and the Internet are not substitutes (Zenter et al., 2011).

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Social media adoption spans industries from manufacturing to healthcare, to education and banking. Mitic and Kapoulas (2012) argued that the banking sector is quickly adopting social media tools for marketing and relationship banking. Sarah, Contogiannis, and Jembere (2013) investigated the adoption rate of social media by South African banks. The study employed a mixed method design to determine the extent to which social media is adopted by South African banks. A combination of interviews, literature surveys, key informants, and observations were used. The findings revealed that 60% of banks have been using social media, with the tool used dependent on the customer type being targeted. Sarah et al. found that the main social media tools used by banks are Facebook, Twitter, and YouTube; this is in alignment with the findings of Schaupp and Bélanger (2014).

Social media tools Facebook, Twitter, and YouTube also featured in the facilitation of user collaboration and open innovation in organizations (Mount & Garcia Martinez, 2014). These tools were used by 80% of banks for advertising, sales promotion, brand management, and customer relationship management. The adoption rate of social media was 40%, with the majority of respondents agreeing there should be an integration of traditional and social media marketing as customers consume both social and traditional media (Mitic & Kapoulas, 2012). These findings are relevant to the current study, which examines the adoption of social media by SMEs, in order to understand the uses and experiences and determine whether there are changes taking place in investments and budgetary allocations between social media and traditional media.

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In agreement with Schaupp and Bélanger (2014), Pan, Vorvoreanu, and Zhou (2014) found that many firms adopt social media primarily for marketing. The study by Pan et al. investigated the adoption of social media for the marketing function in the restoration industry, and the strategies employed by those companies. A systematic content analysis (CA) of the selected companies' Twitter and Facebook posts over a 30-day period was the approach used for data collection. Given the quantitative nature of the study, there was a random selection of 60 member-companies from the Restoration Industry Association (RIA) for the research population. Cohen's Kappa was used for statistical testing of reliability.

The researchers identified three levels of adoption among companies, including non-adopters, non-active users, and active users. At least one social media platform was adopted for marketing by 50% of the sample. Of the 60 companies, only 26 were active users of the social media platform that they adopted. Of active users, in a 30-day period, there were 37 tweets and 10 Facebook posts. Tweets included direct interaction with customers on company news. Facebook was used for announcements and educational information. The results indicated that the 65% adoption rate for social media is significantly below the 77% adoption rate of companies, and provided insight into the patterns of social media use by different industry sectors (Pan et al., 2014).

Voorveld and Noort (2014) undertook a study aimed at assessing the effectiveness of social media advertising. A total of 140 respondents were approached via social networking sites, with a link in the invitation directing respondents to an online experiment. Adolescents between the ages of 12 to 16 were targeted for this quantitative

study because of the kinds of products which are advertised on social networking sites. In this study, the campaign was for Xbox Kinect Dance Central. The TV commercial and SNS viral were identical in their central message but differed in the format. The SNS campaign was entertaining, interactive, viral, and social. Using a webcam, SNS users could show and record their dance moves and upload their movies to the social network site. The SNS users were also able to create a dance crew by inviting connections in their network to join with them. The movies of all crew members were then mixed, resulting in a personal dance video for each crew. The TV commercial also demonstrated dancers and dance moves.

Four multiple choice questions used to measure brand claim recognition were created for adolescents. Higher scores on the survey represented a better recognition of the brand and product claims. A 5-point Likert scale suitable for adolescents was used. The higher the scores on the scale, the more persuasive the commercial was perceived to be. Attitudes towards the brand and the advertisement were assessed with two single items (1 = *do not like it at all*; 5 = *like it a lot*; $MAD = 3.92$, $SD = 0.94$).

The hypotheses were tested with three analyses of covariance (ANCOVA), with advertising format as the independent variable and brand claim recognition, attitudes and perceived persuasive intent as dependent variables. The first major finding was that social networking sites initiate more favorable cognitive responses; however, TV campaigns are perceived as more persuasive (Voorveld & Noort, 2014). Secondly, the investigation of consumers' response to the marketing campaigns launched by businesses indicated that combining social media and traditional television advertising elicited positive responses.

Consumers responded more positively to campaigns with multiple media than those with a single medium (Voorveld & Noort, 2014).

The findings of this study contribute to the literature on consumer responses to different media types used for marketing and advertising, the literature on SNSs, and the literature on cross-media effects. While traditional television is a superior option in terms of the ability to evoke responses, social media networks have unique capacities to influence cognitive and behavioral responses from consumers. Television is experienced by consumers as transformative, able to provide relaxation, enjoyment, and pleasant feelings; by extension, television commercials are able to elicit effective responses. Based on these results, Voorveld and Noort (2014) argued that despite the strengths of social media advertising, they can only supplement, but not replace advertising on traditional media. For better results from advertising campaigns, the researchers presented empirical evidence for businesses to integrate social media into advertising campaigns. Integration will, in turn, lead to the reallocation of advertising budgets, consistent with the findings of Jobs and Gilfoil (2014). These findings also coincide with those of Mount and Garcia Martinez (2014), who found that consumers of media think more positively of campaigns that combine both social and traditional media. These multi-media campaigns result in synergy (Naik & Peters, 2009), which is obtained when the combined effect of an advertising campaign is greater than what could be achieved when businesses use any of the advertising media independently.

Collaboration & Innovation

Social media is, however, not only being adopted for marketing and advertising. Social media is increasingly being used for open innovation across a number of industries, to encourage and drive collaboration and innovation (Ransbotham, Kane, & Lurie, 2012). Mount and Garcia Martinez (2014) undertook an examination of the application of social media to open innovation environments and evaluated the factors which influenced the various stages of the process. A multiple exploratory case study design, which extended the theory on social-media innovation, was used. Three cases were used to evaluate the use of social media in facilitating user collaborations and open innovation during ideation, research and development, and commercialization.

The three large cases used included UNAIDS, Rowntree's Randoms, and Kit Kat. The researchers collected data through in-depth semi-structured interviews. In-person interviews with a diversity of traditional, and new media operatives yielded data for the conclusions that were drawn. The researchers concluded social media facilitate both collaboration and innovation; however, a range of technological and organizational adaptations are necessary to ensure that firms realize the range of innovative benefits available through social media (Mount & Garcia Martinez, 2014).

Contact and Customer Relationship Building

To bring insight to the usage of global social media, Singh et al. (2012) undertook a study to assess social media usage in countries around the world. For this quantitative study, surveys were used to investigate how social media is employed for business and personal use. The use of language and translation in social media was also assessed. The

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survey included 4,630 social media user patterns in various part of the world, including

China, the United States, the European Union, and Russia. Data collection took place

over a 3-month period and employed the services of an international translation and

localization company.

Social media channels employing a snowballing method along with direct emails

were used for worldwide delivery of the survey. The surveys, which were distributed in

21 languages, allowed subjects to select their particular language. The design included 18

questions requiring respondents to give their reason for using social media for both

personal and business use. Ninety-eight percent of the sample was between 21 and 50

years old, with 47.8% males and 42.2% females. The main finding of this research was

that from the three economic regions studied, the main business use of social media was

to build business contacts. This finding represents a departure from the findings of

Schaupp and Bélanger (2014) and Roohani and Attaran (2014), who found that firms

adopt social media primarily to advance their marketing and advertising activities.

Singh et al. (2012) found that the United States respondents identified a wide

range of strategic reasons for using social media, not just building contacts. For personal

use, social media was primarily used to connect with family and friends, to read content,

and to make connections with like-minded people. In some regions, including China,

there was a strong preference for translated content. Eighty-six percent of Chinese

preferred content in simplified Chinese. In India, there was a preference for machine

translation instead of human translation.

Another finding was the heavy utilization of other social media platforms in other regions, in addition to LinkedIn, Facebook, Myspace, and Twitter. Global survey respondents overwhelmingly chose YouTube among the top social media platforms. In addition, Flickr also rated in the top five, globally. Similarities were found between the United States and the European Union in terms of the patterns of use of social media. Social media tools such as Flickr, Delicious, Digg, Orkut, QQ, and Q Zone—which are not widely known in the United States and the EU—are popular in places such as China, India, and Brazil, driven by their ability to cater to local tastes and language preference.

A combination of reasons was found for the adoption of social media by firms. Singh et al. (2012) found that firms adopted social media to build their business contacts. Schaupp and Bélanger (2014) and Roohani and Attaran (2014) found that firms adopted social media primarily to advance their marketing and advertising activities. In addition, many companies implement social media for the full portfolio of business activities, including advertising, marketing, employee recruitment, and overall communications with employees, partners, and clients. Regardless of the primary reason for social media adoption, there is agreement among researchers that the adoption of social media by firms is impacting critical business functions such as marketing, contact building, and customer relationship management (Roohani & Attaran, 2014; Schaupp & Bélanger, 2014).

In extending the views of Roohani and Attaran (2014), Heller-Baird and Parasnis (20011) argued that organizations should integrate social media with their customer relationship management. The transition to social customer relationship management should be done by reinventing traditional customer management approaches and

embracing the new paradigm–social CRM (Heller-Baird and Parasnis, 2011). The researchers further argued that there are differences between what companies offer and what customers desire from social media. Therefore, companies should find out what customers want and monetize social media. As companies engage customers in social networks, customers will help to develop the brand (Hajli 2013). While acknowledging that there are challenges with the transition from CRM to social CRM, Heller-Baird and Parasnis (2011) suggested that companies could be left out of the game if they do not engage customers in social networks.

Application of the TAM to Social Media use by SMEs

In the technology acceptance model, Davis (1989) advanced that perceived ease of use and perceived usefulness significantly influence behavioral intention to use technology. The extension of the model by Venkatesh and Davis (2000) and Venkatesh and Bala (2008) facilitated the arranging of PEOU and PU into a broader framework that allows the addition of other independent variables. Wirtz and Gottel (2016) investigated technology acceptance in social media. The meta-study approach identified studies using the technology acceptance model. These studies examined the factors leading to the acceptance of social media technology. The investigation by Wirtz and Gottel involved using structural equation modeling, and applying the constructs of the technology acceptance model, perceived usefulness, perceived ease of use, and subjective norms.

Perceived Ease of Use and Perceived Usefulness

Wirtz and Gottel (2016) investigated whether the constructs PU, PEOU, and SN were tested as dependent or independent variables and whether modifications and

extensions of the original TAM were common in social media studies. The researchers also examined the underlying assumptions of the TAM and determined whether they needed to be adapted to the social media context. Wirtz and Gottel found that the PEOU impact on perceived enjoyment is of greater significance in social media acceptance and use than PU and SN. In addition, a number of related constructs which both influence and are influenced by PEOU, PU, and SN in social media were identified. These include critical mass, normative pressure, social influence and interpersonal influence. The researchers also found that system quality, information quality, and service quality influenced PEOU and PU in social media. In addition, the importance of a social component was highlighted because of humans' desire to socialize with others. This desire to socialize can be met through the use of technology (Junglas, Abraham, & Ives, 2013). In support of the findings of Wirtz and Gottel (2016), Qin, Kim, Hsu, and Tan (2011) identified subjective norm and critical mass as constructs which affect the PU of social networks.

Rauniar et al. (2014) examined the application of the technology acceptance model to social media networking sites such as Facebook, Twitter, and LinkedIn. The researchers examined the adoption behaviors of users of Facebook, based on individuals' perceived ease of use and perceived usefulness of the technology. A web-based survey method with a primary data set of 398 Facebook users was employed to empirically examine the influence of perceived usefulness and perceived ease of use. The researchers used the additional dimensions of perceived critical mass, perceived playfulness, and perceived trustworthiness. The researchers found that both PEOU and PU significantly

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influence social media use; however, additional key variables, including critical mass, perceived playfulness, and perceived trustworthiness play a role in influencing user engagement in social media (Rauniar et al., 2014).

Perceived Critical Mass

Researchers have adapted the technology adoption model to include additional variables specific to the technology being researched. The three relevant adaptations to the study of social media technology are perceived critical mass, perceived trustworthiness, and perceived playfulness. Critical mass refers to the point of an innovation's adoption in a social system where there are enough users to allow the rate of adoption to become self-sustaining, creating further growth (Sledgianowski & Kulviwat, 2009).

Critical mass is considered an important determinant to communication innovation diffusion and has become increasingly applicable to interactive media innovations such as social media, where early adopters influence late adopters to use the innovation (Sledgianowski & Kulviwat, 2009). Achieving critical mass for a social network requires building on a block by block basis. The primary strategies for continued expansion, and maintaining critical mass are perceived user value, influence, frequency relevance, uniqueness, value, distance of relationship, and community population size (Geddes, 2011).

Perceived Trustworthiness

Perceived trustworthiness is the belief by a user that a third-party can be relied on to perform their roles in a responsible manner during interactions. In online interactions,

trust is considered a critical determinant of interaction, and the willingness of online users

to share their personal information; therefore, the perceived trustworthiness of a social

networking site has a direct effect on the consumer's intention to continue using the

service (Sledgianowski & Kulviwat, 2009).
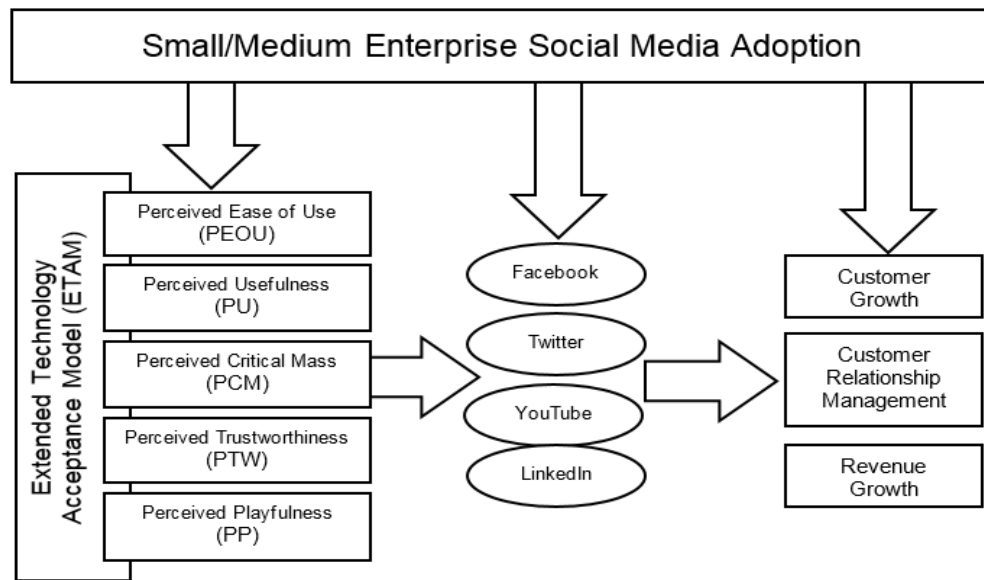
Figure 2. The extended technology acceptance model applied to social media   adoption
in business.

Perceived Playfulness

Perceived playfulness is the extent to which users believe their engagement on

social networking sites will bring pleasure and enjoyment. Playfullness is viewed as an

intrinsic motivator and is influenced by the user's experiences. Individuals with more

positive attitudes toward a particular technology will have more positive interactions with

the technology than those who do not. Although perceived playfulness has often been

measured using technologies with a utilitarian purpose, some researchers have argued

that playfulness or enjoyment has a direct, or mediating effect on intention to use technology (Sledgianowski & Kulviwat, 2009).

The Impact of Social Media Adoption on SMEs

The central focus of this investigation is to examine the social media adoption experiences of small and medium enterprises in Jamaica. Social networking has brought significant change to the traditional ways of communication between brands and their customers, and to the brands that employ social media tools (Awad Alhaddad, 2015). The use of social media by SME firms, for both marketing and advertising, is driven by the potential positive effects they have on the firms' business. Social media impact the firm's brand image, customer interactions, and customer relationship management (Beauchamp, 2013).

Durkin et al. (2013) examined the adoption of social media in small and medium size enterprises. The methodology adopted by the authors was an action research approach. Over a period of 2 years, from 2009-2011, researchers engaged with eight SME businesses and developed a theoretical framework to examine the effect of social media adoption. A convenience sampling method was employed. The sample of companies was selected from those which approached the research organization for assistance in developing their social media strategy. The action research approach was employed given the paucity of existing research on social media adoption in the SME sector (Durkin et al., 2013).

The authors examined the character and nature of the challenges SMEs face in adopting social media for various functions. The methodology adopted reflect the

relevant requirement, which included (a) client (case companies) presentation of problem, (b) joint diagnosis, (c) mutual control, and (d) client (case company) self-supporting on completion. Evidence to illuminate the cases included interviews, archival records, participant observation and direct observation. The elements in the theoretical model were then adjusted and refined with the main decision makers in the companies. The dataset included companies from public and private sectors, in utilities, technology, tourism, retail, online publishing, and Government. The number of employees ranged from 10 to 75, with an average of 40. The motivation for social media adoption was driven by the owner or chief executive officer (CEO) of the companies (Durkin et al., 2013).

The researchers found that many of the companies had a lack of coordination of social media. Younger staff wanted to embrace social media, but more senior staff did not know why they should get into social media or how to get into social media. Companies were also not clear on which social media platforms to adopt, and what sequence should be employed in the use of social media tools. Some companies displayed a level of disconnection and confusion with how to engage in social media; for some, the drive to adopt social media was focused on internal customer needs instead of external customers (Durkin et al., 2013).

An important finding of this research was that many of the companies viewed social media adoption as an operational activity rather than as a tool for strategic activity. None of these companies focused attention on important social media metrics such as fans and likes on Facebook, and number of followers on Twitter, which can be important

indicators (Haustein, Costas, & Larivière, 2015). Companies were primarily focused on short-term sales and profit. This revelation is important to the current study, in assessing the strategic intent (Porter, 2007) of companies which adopt social media. The implication of this finding is that there is a strategic opportunity for SMEs to develop and manage resource-bound social media strategies, which can significantly add value to customer interactions in a collaborative and exclusive way, allowing companies to differentiate themselves from competitors (Haustein, Costas, & Larivière, 2015).

Schaupp and Bélanger (2014) assessed the value of social media for small businesses. The researchers used the technology-organization-environment framework, the resource-based view theory, and interview data to develop a model of social media value, and for small businesses. The researchers found that small businesses can gain substantial value from social media but there are also challenges. Companies are implementing social media for marketing, advertising, employee recruitment, and overall communications with employees, clients, and partners; however, many small businesses lack the skills necessary to take full advantage of the benefits offered by social media. Despite the challenges, businesses are adopting social media as a means of reducing the heavy cost of marketing and advertising using the traditional media channels (Schaupp and Bélanger, 2014). This development has implications for the use of traditional media for marketing and promotional activities, and present important considerations for the current investigation of social media marketing effects on budgetary allocations to traditional media advertising.

Hajli (2014) investigated the role social media plays in the development of social commerce and e-commerce for SMEs. The author examined social media's effect on trust and intention to buy. The study was set in the online communities on the Internet. A quantitative methodology employing the popular social science structured equation modelling was used. To answer the three research questions, Hajli (2014) used the technology acceptance model (Davis, 1985; 1989) constructs, supported by social media, social support and concepts of trust to build an interdisciplinary model.

The research model explored the relationship between trust, social media, perceived usefulness and intention to buy in social network sites. To validate the proposed model, a survey was conducted using online and paper questionnaires. A partial least square method was used for managing the complex data and to allow for the testing of a new model, aimed at developing a theoretical foundation through social media, for social commerce. The data analysis process employed SmartPLS software. Questionnaires were administered to UK residents in London, from which 85% of the population was drawn, and to international participants from which the remaining 25% of the population was drawn. The target population was from social network sites Twitter, Facebook, and LinkedIn. Participants were between the ages of 18 and 45 and were 60% male and 40% female. The technology acceptance model (Davis, 1985; 1989) was the theoretical model used for this research.

An important finding emerging from the survey was that social media facilitate the social interaction of consumers. Trust of vendors and social networking sites, encouraged by social media interactions, lead to increased trust and intention to buy.

Trust has a significant effect on intention to buy. From the customers' perspective, the perceived usefulness of a site is also identified as a contributory factor to intention to buy, and has the greatest influence on intention to buy through social networking sites. Additionally, the emergence of Web 2.0 and advancements in the Internet have significantly empowered consumers, who create value through collaborations and social interactions. Hajli (2014) argued that as trust and perceived usefulness of social media sites grow, so will the advertising levels by SMEs on these platforms seeking to grow their businesses.

Geçti and Dastan (2013) investigated the effects of social media-focused communication and information technologies on the performance of SMEs in Turkey. The research population of 4,762 firms consisted of businesses in the communications and advertising sector in Turkey. From the 706 businesses with 10 to 250 employees, the researchers made contact with 240 businesses involved in communication and advertising, of which 152 responded. The 152 companies which responded formed the sample for this research. Businesses with 10 to 49 employees constituted most of the sample. The number of businesses with 10 to 49 employees was 71.5%. The percentage of businesses with 50 to 99 employees was 17.2%, companies with 100 to 149 employees represented 4.6%, companies with 150 to 199 employees represented 4%, and businesses with 200 to 250 employees represented 2.6%.

Questionnaires were used for data collection. The questionnaires were divided into two parts. The first section provided demographic information on the sample, and the second part consisted of scales used to test the research model. A 5-point Likert-type was

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used for the survey. Scales used in the study included social media-focused information and communication technologies, marketing-based outputs, and costs and business performance. Structural equation modeling was the analysis method used for the study. The relationships between the variables in the research model were analyzed and the hypotheses tested. The data were analyzed with AMOS. Within the confirmatory factor analysis, convergent validity and discriminant validity analyses were carried out. The results of the marketing based outputs indicated that the AVE values for costs, outputs, and business performance factors were less than the critical value of 0.50. In order to test whether the dimensions in the measurement model were different from each other, discriminant validity was used. Discriminant validity was tested using the Chi-square difference between the model one, where correlations between dimensions were uncontrolled, and model two, wherein there were correlations between the dimensions (Zait & Bertea, 2011).

Using chi-square to test discriminant validity, the authors found that the difference was significant ($p < 0.05$); therefore, the four constructs provided discriminant validity (Geçti & Dastan, 2013). The findings confirmed that costs positively influence business performance and social media-focused communication. Information technologies positively influence costs, and marketing based outputs positively influence social media communication and information (Geçti & Dastan, 2013). According to these empirical findings, SME business performance is positively impacted by social media-focused information & communication technologies via the mediation of marketing-based outputs and costs. This research is significant for the current study in terms of the

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cost differentials between social media and traditional media and the logical response of businesses to move to lower cost options in the delivery of their marketing message to the target audience.

The growing effects of social media on the seller, retailer, consumer interactions, and relationships have forced organizations to look carefully at where and how they invest in social media. Wikstrom and Ellonen (2011) answered some of these questions through an examination of the impact of investment in social media on the newly developed online business of a small print media firm. In this theoretical study, the researchers employed the business model concept, a framework used for analyzing business activities, in order to present the business logic of the firm.

For this research design, comparative case studies were used, with each case used as an independent experiment. A literal replication was used to select four Scandinavian print companies which had added social media to their business models. Researchers collected data through semi-structured interviews, each 60 to 70 minutes long, with key online workers. These data, along with website observations and data from diverse secondary sources, were used for analysis.

The researchers found that social media brought transformation to the relationship between traditional content contributors and consumers; however, many SME firms do not have the skill and competencies necessary to engage in social media. Further, the addition of social media tools drives customer involvement in content production, hence closer and more active relationships are required with customers. Social media provide the opportunity for SMEs to improve their value proposition, and the opportunity to add

customers (Wikstrom & Ellonen, 2011). In extending the work of Wikstrom and Ellonen (2011), Rapp, Beitelspacher, Grewal, and Hughes (2013) explored the effects of social media on the seller, retailer, and consumer interactions. The effectiveness of social media as an enhancer of business performance was also investigated. An exploratory mixed method design was employed, and contagion theory (Scherer, 2003), commonly used to explain how behavior change occurs due to social learning, was applied.

The researchers then investigated three contributors to social influence, including brand reputation, customer contact frequency, and service ambidexterity. The researchers developed a list of items that captured social media usage, and asked consumers to generate a list of social media usage they engage in, resulting in a final list of 13 supplier items, 13 retailer items, and ten consumer items. A three-level dataset was used to collect information from retail store managers, suppliers, and consumers. The research population included 28 sales professionals, 144 retailers, and 445 consumers. A hierarchical linear modeling was adopted to analyze the multilevel framework. The multilevel framework used for the research was focused on the adoption of social media at the retailer level, nested with specific sales personnel; with multiple customers providing reports regarding their social media interaction with particular business outlets. A Likert-type scale was then used to determine what social media activities they engaged in.

The researchers found that social media is redefining how communication takes place across the distribution and consumer channels of SMEs (Rapp et al., 2014). Social media usage is also moving beyond the standard business-to-customer interactions, to

business-to-business relationships (Rapp et al., 2014), although they may not have a clear mechanism to quantify the returns. In corroboration, Scherer (2003) found that businesses find it difficult to quantify the return from social media adoption, but are experiencing the effects of its considerable impact on the diffusion of innovations. This seminal work provides a good understanding of the contagion effect of social media in distribution channels, and builds a useful conceptual framework for the current research on social media, by providing validation of social media across important levels of the supply chain. In addition, it delivers significant insight on how social media impact the experiences, and the entire business ecosystem of small and medium enterprises which adopt these tools (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011).

Future Use of Social Media

Thurston (2008) argued that the next wave of social media innovations will be characterized by small groups of people creating and consuming small chunks of content and information, and the integration of all social media profile into one big profile. This integration according to Bettiga, Boaretto, and Chen (2013), will be driven by the desire of business leaders for a convergent view of conventional databases, and insights from fast-profiling social media networks. Thurston (2008) argued that the main challenge will be the unwillingness of owners to share data.

Humphreys (2013) argued that as the global availability of mobile Internet improves, more people will access the Internet using mobile devices instead of laptop or desktop computers. It is anticipated that most newcomers to the virtual community will access the Internet on their mobile devices, and will use the Internet for social media.

This paradigm shift will fundamentally change what the Internet is about and what it can do (Frith, 2012). It also raises questions regarding communication flows and patterns, social and economic development, and surveillance and privacy (Humphreys, 2013).

As Internet access expands and a higher percentage of the global population access the virtual world, the central role of social media in life and business is becoming clearer (Humphreys, 2013). Affordable theory (Graver, 1991; Norman, 2002) advanced that a major reason for the compelling quality of social media is the opportunity for the user to produce, distribute and consume media using the same device. The mobile device allows the user to take a picture or create a video and distribute via social media networks such as Facebook, Twitter, and YouTube (Humphreys, 2013). Mobile social media facilitate faster distribution, broaden the potential for media content development, and accelerate the exchange in virtual communities, effectively expanding the opportunities for small and medium enterprises (Humphreys, 2013).

<center>**Social Media Impact on Traditional Media**</center>

Wright, Khanfar, Harrington, and Kizer (2016) argued that the traditional methods of advertising by television and radio are too general to target important segment of the audiences that businesses need to reach in the current competitive business environment. The emergence of social media networks presents new marketing possibilities for SMEs. Small firms are taking advantage and developing relationship marketing strategies, using social media to target important customer groups. In many cases, firms can reduce or eliminate the need for the use of traditional media (Wright et al., 2016).

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Berman et al. (2007) investigated the effects of social media use by firms in the media industry, as new media meet traditional media and the competitive scenarios that result. For this qualitative study, the researchers employed a constructivist approach based on primary research, analysis, and supplementary data. The population for the study included 75 senior media executives, involved in in-person interviews, and 125 industry executives—including economists, technology visionaries, and industry analysts—to whom surveys were administered. In-person interviews with a diversity of traditional and new media operatives yielded data for the conclusions drawn.

The study was set in the broadcast and telecommunications industry with emphasis on telecommunication systems and Internet communications. This setting included the growing social media infrastructure which has developed out of rapid technological innovations. The authors found that successful development of a range of Internet giants such as Facebook and YouTube are bringing significant change to the media landscape, and to the advertising patterns of both large and small firms.

Further, four primary business models will emerge from the meeting of new and traditional media: walled communities, traditional media, content syndication and platform aggregation, which will impact the entire media ecosystem. In addition, the changes in the media environment will pit partners against partners in a struggle for growth. Finally, a major disruption to mainstream media is the move by content owners and SME content producers to new open distribution channels that will significantly increase the licensing volumes for content.

This movement of marketing and other content to open channels is also forcing traditional media to pursue growth and secure revenue replacement in new business models (Berman et al., 2007). This new direction is necessary because an increasing number of marketers have indicated they are shifting from traditional advertising to more interactive advertising (Wright et al., 2016). Interactive advertising is increasingly described as the key to success and traditional advertising a waste of money (Wright et al., 2016).

Summary

Kaplan and Haenlien (2010) described social media as the Internet-based applications which empower users to create and modify content, and which are capturing the attention of individuals, businesses and researchers. Social media are at the top of the agenda for business executives in large and small enterprises, are driving the evolution of the world wide web (Kaplan & Haenlien, 2010), and will increasingly be used to predict real-world outcomes (Asur & Huberman, 2010). Researchers have examined the social media phenomenon and have identified the most popular as Facebook, Twitter, LinkedIn, YouTube, and Instagram (Berman et al., 2007). Kane et al. (2014) suggested social media application to business is in the early stages, but many SMEs have already adopted social media technology, based on their perceived usefulness and perceived ease of use.

Vorvoreanu et al. (2013) argued social media present many opportunities for businesses, for both one-on-one and mass communications with their customers. Per Kare-Silver (2011), companies which are early adopters have experienced improved efficiencies, cost reductions, and improved business performance. Mitic and Kapoulas

(2012) found that social media is being adopted across all industry sectors, including manufacturing, banking, and tourism. Organizations are using social media tools for marketing, collaboration and innovation, and customer relationship management (Heller-Baird & Parasnis, 2011). The increasing adoption of social media by small and medium enterprises is leading to business growth, driven by the perceived ease of use and perceived usefulness of social media technology (Davis, 1989). Social media adoption is also being influenced by perceived trustworthiness, perceived critical mass, and perceived playfulness (Venkatesh & Bala, 2008).

There is confirmation in the literature that social media adoption has a positive effect on businesses, in multiple ways. Social media elicit improved cognitive and behavioral responses than traditional television and, therefore, play an important role in the purchasing decision of many consumers (Voorveld & Noort, 2014). Social media is also changing the communication process between organizations and their customers, redefining the entire business ecosystem. In developing countries, such as Jamaica, Internet penetration influences the rate of social media adoption and the benefits that can be derived (Dunn, 2013). Regardless of the region of the world, the increasing adoption of social media by small and medium enterprises warrants further investigation of social media usage, experiences, and impact (Boiling et al. 2014).

CHAPTER 3. METHODOLOGY

Introduction

The purpose of this qualitative study was to examine the social media uses and experiences of small and medium enterprises in Jamaica, and the impact of social media adoption. In this chapter are details of the methodology used to conduct the study. A qualitative design (Gioia, Corley, & Hamilton, 2013), and a single case study methodology to compile and analyze data relating to social media adoption were employed. Social media adoption patterns, the adoption behaviors of SMEs and the influence of perceived ease of use, perceived usefulness, and other variables on social media adoption were explored. In addition, SMEs' intended future use of social media and their perception of how social media use will impact the use of traditional media were explored.

Durkin et al. (2013) investigated the adoption of social media in Ireland, employing a multiple case study methodology to explore the experiences of SMEs as they adopt social media for commercial use. The researchers found that social media adoption was hardly driven by a purposeful agenda through which value is added to the customer experience or the company. Instead, the primary motivator for social media adoption was the anxiety firms felt about not adopting what they perceived to be a new essential tool for business growth (Durkin et al. 2013).

The current research is an extension of the work of Durkin et al. (2013). The experiences of SMEs which have adopted social media were explored. Through this empirical study, the deficit in knowledge related to social media adoption by SMEs in the

Jamaican context is addressed. This study is highly relevant given the growth and reach of social media technology, as well as the extent of its use by individuals and enterprises around the globe (Singh et al., 2012).

Research Questions

The following research questions guided the study:

Primary Research Question: How do small and medium enterprises in Jamaica use social media in their businesses?

Supporting Research Question 1: What are the factors that influence social media adoption by Jamaican SMEs?

Supporting Research Question 2: What social media tools are being adopted by Jamaican SMEs?

Supporting Research Question 3: How do small and medium enterprises in Jamaica believe social media is impacting their businesses?

Supporting Research Question 4: How do small and medium enterprises in Jamaica believe social media will impact their businesses in the future?

Supporting Research Questions 5: How do small and medium enterprises in Jamaica believe social media adoption will impact their use of traditional media?

The introduction is followed by the research design and methodology, with details of the methods used to conduct the research, and generate data. A description of the selected case and study participants follows. The description of the study setting is followed by an analysis of the research questions. Details of the data collection and data

analysis methods are followed by an outline of the study's credibility and dependability. The chapter concludes with the ethical considerations of the study.

Design and Methodology

The research design, per Malhotra (2010), is the blueprint for conducting the research. The research design outlines how the research questions were answered, details the nature of the study (exploratory, causal, or descriptive), and the method of inquiry (quantitative, qualitative, or mixed methods). According to Yin (2003), the research design is the sequence of activities connecting the study's research questions, empirical data, and conclusions.

There are three components of research design: (a) the philosophical assumption of the researcher, (b) the strategy of inquiry related to the philosophy that the researcher employs, and (c) the methodology that translates the approach into action (Creswell, 2009). In applying Creswell's design components, the following are most applicable to this study: a social constructivist philosophical assumption, a qualitative strategy of inquiry, and a single case study methodology that allows for the exploration of the research problem in its natural setting.

Philosophical Assumption

Per Erikson and Kovalainen (2011), social constructivism assumes social reality is created by social actors through social interactions and focuses on what individuals learn through their interactions in a group setting. The subjective views of individuals' experiences form the basis of their understanding of the world in which they live and work (Erikson & Kovalainen, 2011). The variety of views led to an investigation of the

complexities of views instead of taking a narrow approach (Creswell, 2009). From a social constructivist's perspective, study participants were relied on to give their views on the phenomenon being investigated. Employing the social constructivist approach, the views of managers, and the perceptions of the staff of a technology firm in Jamaica, featured in the current investigation of social media adoption.

Strategy of Inquiry

Creswell (2009) described qualitative research as an inquiry approach which employs a range of interpretive techniques to decode, describe, and translate the meaning of naturally occurring phenomena in the social world. Qualitative researchers seek to gain in-depth understanding of a phenomenon and draw from organizations, people, the setting, the environment, and the written material regarding the people or organization being studied (Creswell, 2009). In qualitative studies, scholars apply qualitative techniques for both data collection and data analysis. Data collection techniques include the use of case studies and in-depth interviews and observations. Data analysis techniques include content analysis of recorded material, and the study of trace evidence and artifacts from the physical environment being studied (Creswell, 2009).

Qualitative researchers seek to develop a deep understanding of an organization or an event, instead of a surface assessment of a large sample of a population (Eriksson & Kovalainen, 2011). A qualitative approach generates data about people in social settings and provides specific details of broad patterns among a group of participants. In qualitative research, the researcher is the main instrument, collecting data through personal interviews, examination of records, and observation of participants in their

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natural setting (Creswell, 2009). While an instrument may be employed, qualitative

researchers are fully engaged in gathering the data. The flexibility of this method allows

the researcher to make adjustments to the setting and the data collection methods and

tools as the research progresses. In this research approach, the researcher does not

manipulate variables or introduce treatments, instead, the researcher allows meaning to

emerge from participants. This approach also helps to identify and uncover trends in both

opinion and behavior, requiring the researcher to be attentive to what participants think

about a phenomenon in order to avoid introducing bias (Creswell, 2009; Eriksson &

Kovalainen, 2011).

Employing a qualitative research approach for this study, managers and staff at

Company E, were the primary source of the research data. Data triangulation was

achieved through the identification of consistent themes across the various data collection

methods employed. Research methods included in-depth interviews with managers and

staff, a focus group session, and observations. Additional data were obtained from

document evidence which included internal company documents, the company's website,

and social media pages.

Methodological Approach

Yin (2003) described the case study as a method of inquiry that illuminates a

decision, why the decision was taken, how it was implemented, and what was the

outcome. The case study design focuses on a single case, with the objective of exploring

and understanding the case in its natural setting. Focusing on a single case allows for the

development of a clear understanding of the problem through direct interaction with the participants in the case (Stoecker, 1991).

According to Yin (2003), the case study method is ideal for gaining in-depth understanding of a real-life phenomenon. It is the preferred approach when the focus is on a contemporary event when there is little control over events, and when the researcher is posing *how* or *why* questions. The extensiveness of the real-life scenario and the richness of the phenomenon in case studies require investigators to cope with a distinctive situation with more variables of interest than data points.

As a result, there is a need for multiple sources of evidence and data triangulation (Yin, 2003). The option to use a variety of evidence, including observations, interviews, artifacts, and documents is the unique strength of the case study as a research method. Feedback from focus groups helps to broaden the data on the opinions beliefs and perceptions of study participants. The intensity of the design allows for a contextualized and holistic description of the phenomenon being investigated (Yin, 2003).

This study was an exploration of social media adoption by small and medium enterprises. The research design consisted of a single case study to explore how small and medium enterprise in Jamaica are using social media in their businesses, and the impact of social media engagement. A social constructivist philosophy was employed in obtaining the perspectives of participants in their natural setting. In the following sections are details of the data collection method, data analysis procedures, credibility, and dependability, as well as the ethical considerations of the study.

Participants

A case study is ideal for the testing of well-formulated theory as it serves to confirm, challenge or extend the theory (Yin, 2003). To achieve valid testing of theory, Yin argued that the screening and selecting of the right participants for the case study is one of the most important steps. The process is straightforward where a unique case is being studied. In some instances, however, the researcher must select from a list of qualified candidates. In such circumstances, a screening procedure is necessary to properly identify the final case for the study and to avoid choosing a case which is not viable for the study. Despite the need for screening of potential candidates, Yin warned against an elaborate screening process and recommended that a defined set of criteria be established to guide the candidate selection process.

The following criteria were established to answer the research question for the appropriate candidate case: (a) SME employing no fewer than two, and no more than 50 employees; (b) in operation for at least 5 years; (b) owned and operated privately; (c) has adopted social media for various organizational functions. The criteria established for the case selection is influenced by the literature regarding small businesses in Jamaica and the literature on social media adoption. According to the Jamaica Ministry of Industry, Investment, and Commerce (2015), a small business employs six to 20 employees, and a medium enterprise employs 21 to 50 employees. Small and medium enterprises are major employers of labor in Jamaica and the Caribbean, accounting for 90% of the labor force in Jamaica (Jamaica Ministry of Industry, Investment, and Commerce, 2015).

Durkin et al. (2013) argued that the enthusiasm towards the adoption of social media by SMEs mirrors the enthusiasm observed towards the advent of the Internet revolution in the 1990s. In the technology acceptance model, Davis (1989) advanced that users accept and use new technology based on perceived ease of use and perceived usefulness of the technology. Social media presents novel, simple, and cost-effective ways of doing multiple business functions, affording businesses the opportunity to develop more intimate relationships with employees, suppliers, customers, and competitors (Brodie, Winklhofer, Coviello, & Johnston, 2007).

A Jamaican organization, Company E, was the participant selected for this study. Company E is a smart business technology firms started by IT professionals. As a privately employee-owned operation, Company E is customer-oriented and has a vision to be the premier IT solution provider in the Caribbean. The company's product line includes software development, application support for third-party applications, technical services, and off-the-shelf software solutions.

Setting

The research setting is a critical element of an exploratory study (Creswell, 2009). The setting has an important bearing on the comfort of participants, and influences their ability to provide the perspectives necessary in gathering the data, and understanding the phenomenon being investigated (Eriksson & Kovalainen, 2011). The setting for this research was the offices of Company E. The case office provided the right environment for data collection using interviews, observations, and focus group.

Case Selection

The company for this case study was chosen from a list of small businesses previously interviewed on a radio program. All the businesses which had previously participated in the radio program were reviewed and four potential candidates selected. Three of the four were eliminated because they did not meet all the criteria to adequately answer the research questions. Company E was selected because of prior knowledge of the company, the fit in terms of size, the company's use of social media, and access to the organization's physical location.

Access to the Case

Initial access to the case was granted following consultation with one of the directors. In a subsequent meeting with two directors, the purpose of the research was outlined. An overview of the research, including the purpose of the study, the potential benefits to the company, the research methodology to be employed, and the requirements and responsibilities were outlined. Following the meeting, formal permission was granted, and the Letter of Endorsement for DBA Research and issuance of formal permission letter was signed by one of the directors.

Practitioner's Benefit

There are several benefits associated with conducting this research. The examination of social media adoption by small and medium enterprises in Jamaica provides relevant data that can be applied in media and business. The findings of this study can provide guidance to SMEs in developing their social media strategy. The case organization, in particular, will benefit significantly from data that could support the

company's social media strategy development. The results can also assist in guiding traditional media clients on the potential threat of social media to their business models, as well as how they can develop their own social media strategies, and identify and develop new revenue streams.

Analysis of Research Questions

Primary Research Question: How do small and medium enterprises in Jamaica use social media in their businesses?

The primary research question was designed to provide feedback on the overall use of social media by SMEs in Jamaica, including the influences on adoption, social media adoption patterns, experiences, and impact.

Supporting Research Question 1: What are the factors that influence social media adoption by SMEs in Jamaica?

Responses generated by this question provided clarity on the relevance of the technology acceptance model and the extended TAM to social media adoption. The influence of perceived ease of use, perceived usefulness, perceived critical mass, perceived trustworthiness, and perceived playfulness on social media adoption were also revealed by responses to this question.

Supporting Research Question 2: What social media tools are being adopted by Jamaican SMEs?

This question focused on the social media networks that are being used, how they are being used, and who are engaged in using the selected tools. This question also generated feedback on the management of the social networking function.

Supporting Research Question 3: How do small and medium enterprises in Jamaica believe social media is impacting their businesses?

This question generated perspectives on the numerous ways in which social media are impacting the organization, including communication strategy, brand building, and cost management.

Supporting Research Question 4: How do small and medium enterprises believe social media will impact their businesses in the future?

This question generated feedback on the outlook for social media based on past performance, technological developments, and anticipated engagement of social media tools.

Supporting Research Question 5: How do small and medium enterprises in Jamaica believe social media adoption will impact their use of traditional media?

This question generated perspectives on the impact of social media on traditional media (radio, press, and television), their business and future. Research codes (exhibited in Table 1) were generated from the research questions, which guided the data collection.

The Research Instrument

In qualitative studies, the researcher is the instrument of data collection (Denzin & Lincoln, 2003). The human instrument mediates the data, instead of questionnaires. Hence, the qualitative researcher must provide a description of relevant aspects of self, including the assumptions, biases, expectations, and experiences that qualify him or her to undertake the research (Shenton, 2004).

Table 1

Research Codes

Code	Description
DD	Demographic Data
V/MS	Vision/Mission Statement
SMS	Social Media Strategy
SMA	Social Media Adoption
SMN	Social Media Networks
TA	Technology Acceptance
PU	Perceived Usefulness
PEU	Perceived Ease of Use
PCM	Perceived Critical Mass
PTW	Perceived Trustworthiness
PP	Perceived Playfulness
SMUE	Social Media Usage Experiences
SMI	Social Media Impact
SMB	Social Media Benefits
SMC	Social Media Challenges
FSMU	Future Social Media Usage
SMET	Social Media effect on Traditional Media

The human instrument for this research was Elaine Williams-Morgan, a media and management consultant who provides strategic management and media services to organizations in search of new approaches to deal with hyper-competitive environments and rapidly changing markets. Elaine Williams-Morgan is a director of NEX-G Media and Carican Consulting, with a career spanning 20 years. Engagements have included consulting for major corporations and small businesses and hosting of television and radio programs.

In her career, Elaine Williams-Morgan worked as a program director and programming consultant for traditional media networks CVM Television and Television Jamaica (TVJ) in Jamaica, and as a programming consultant with the Caribbean Media

Corporation (CMC), in Barbados, in the development of a global Caribbean Television Network. In her various work capacities, Elaine Williams-Morgan managed work teams, developed television and radio content, and undertook research. During this time, she also hosted a radio current affairs program, interviewing thought leaders on local and global current affairs. She also hosted a radio business program, interviewing leaders in the small and medium enterprise sector. In addition, she regularly conducts business training and presents at industry conferences. Collectively, these experiences provided the experiences necessary to quality Elaine Williams-Morgan to undertake this research and conduct interviews.

It was assumed that social media is heavily used by both businesses and individuals in Jamaica. The widespread use of social media by a growing number of small and medium enterprises for various business functions is creating new opportunities for these businesses. The widespread adoption of social media has presented new opportunities and challenges for traditional media.

Credibility and Dependability

Shenton (2004) argued that in qualitative research, credibility is about ensuring the trustworthiness of results and establishing that the research outcomes are believable. Investigators must demonstrate that a true picture of the phenomenon being studied is presented. Credibility depends less on the amount of data gathered, and more on the quality and richness of the data gathered. Credibility also depends on the accuracy of the data and the provision of a complete account of the study's context and setting (O'Connor, 2011). To help ensure the credibility of the research, all interviews and focus

group sessions were recorded. A verbatim transcript of each session was completed and verified by each participant.

Shenton (2004) suggested that dependability is difficult in qualitative investigations; hence, the researcher is required to ensure consistency and repeatability of the findings of the research so that future investigators can repeat the study. Dependability results, in part, from consistent themes across participants of varying roles, and across types of data, that demonstrate triangulation of the data. For this study, triangulation was achieved through interviews, focus group, observations, and review of organizational data. To achieve dependability, each process was recorded in detail to enable repetition of the inquiry and achievement of the same results by an external researcher. Importantly, dependability allows for better understanding and effectiveness of the methods employed (Shenton, 2004).

Theoretical validity is the ability of researchers to provide an explanation of the phenomenon being studied, including the relationship between the main concepts. Evaluative validity focuses on whether the researcher was able to understand and describe the data without being judgmental or evaluative (Leech & Onwuegbuzie, 2009). Theoretical validity and evaluative validity were achieved through the provision of clear explanations of the social media phenomenon and its associated concepts. Evaluative validity was achieved by avoiding judgments about the data. The study's credibility and dependability were ensured through the development and application of a rigorous research protocol that provided clear details of the procedures and processes used for the investigation (Creswell, 2009).

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Data Collection

The collection of data is one of the most critical elements of the research process, in answering the research questions and achieving the research objective (Creswell, 2009). In qualitative research, the researcher is the key instrument, who collects data by observing behavior, examining documents, and interviewing participants. A research protocol may be used as an instrument for data collection; however, the researcher actively collects the data without relying on previously developed instruments or questionnaires. The research protocol guides the researcher in collecting data in a systematic way and ensures the reliability of the research (Creswell, 2009).

Qualitative research, according to Creswell, involves the collection of data from multiple sources, including interviews, observations, and documents. Data collection is followed by a process of data review, analysis, and categorization across all sources of data. For this research, data collection was undertaken using a combination of tools. These included interviews, observation of participants, focus groups, and documentation. The data collection process (Appendix B) guided data collection.

Data Collection Process

The data collection process (Appendix B) involved an initial meeting with the directors of Company E to establish the research protocol, the interview and focus group schedule. The review of document evidence, including marketing plans, mission, and vision statements, website, and social media pages followed. Interviews were conducted with the company directors/managers, followed by staff interviews and the focus group

session. The focus group included some staff members who were interviewed. The directors/managers were not included in the focus group.

Interviews

Interviews with study participants were the main data source for this study. Yin (2011) argued that the case study method requires the ability to ask good questions, which the interview facilitates. Using interviews stimulated conversation with interviewees, facilitated two-way dialogue, and allowed for the exploration of the experiences, the views, the beliefs and motivations of interviewees (Yin, 2011). Interview participants included owner/managers and staff selected from the company's staff list, based on their position, job descriptions, and their potential to assist in understanding the research problem.

A set of interview questions aligned with the objectives of the study were used to guide the interview process (Yin, 2011). The design and sequence of questions aided the interviews, and helped to keep focus on the research objectives. The three categories of research questions were designed to obtain maximum information from participants. The first set of questions obtained demographic data from participants. The second set secured information on the case company, and the final set secured information on the phenomenon being studied, social media. The interview flow chart (Appendix C) details the interview process. Each interview was 30-45 minutes long, and all interviews were recorded with a digital voice recorder to ensure that the complete interview was accurately captured. Interview recordings on the digital voice recorder allowed for accurate transcription of participants' responses.

The Interview Flow

Interviews were conducted with the directors of Company E to gain insights on how and why the company was formed, the company's vision and mission, and the company's social media strategy and social media adoption impact (Appendix D). Staff interviews focused on understanding the vision and mission of the company, the social media tools that have been adopted, and the social media experiences of the company (Appendix E). Directors and staff were also questioned on the implications of social media use for SMEs and traditional media organizations.

Focus Group

Belzile and Oberg (2012) described the focus group as a group of persons used by the researcher to discuss and provide commentary on a research subject. The main feature of the focus group is the interaction between participants as they discuss the subject of the study. The focus group provides guided discussion (Appendix F) between participants as a means of generating valuable details of complex experiences, as well as the influences on an individual's attitudes, beliefs, perceptions, and actions. Focus groups are important for qualitative research because they elicit a multiplicity of emotions and views within a group context, and they can provide a greater amount of information in a short time when compared to observations and interviews (Morgan, 1993).

A focus group was conducted with some staff members who participated in interviews. Directors who were interviewed were not included in the focus group. The single session focus group conducted at the offices of Company E was for 1.5 hours. The

focus group session was recorded using a digital audio recording device and transcribed into a Microsoft Word document.

Observations

Yin (2011) identified observations as an important method of data collection, which supports data triangulation in a case study. Visits to the case location facilitated the collection of additional evidence to corroborate the data collected from interviews and focus group. According to Yin, observation can be formal, where the researcher schedules an observation session, or it can be casual, occurring during other data collection visits. Observations for this study were both casual and formal. Participants were observed during scheduled interviews and focus group sessions. In addition, a formal observation session was scheduled to observe staff as they perform their regular duties, using an observation guide. Observation of activities in the virtual environment provided additional corroborating details for data collected from interviews and the focus group session.

Recruitment and Observation of Participants

Participants for observation were selected following the presentation to recruit participants for the research, and at the time of the recruitment of participants for interviews and focus group. Details of how the observation would be conducted were outlined in the presentation to potential participants. Participants were asked to sign the consent form for observation in their physical and online environment. All research participants were observed, including those who participated in focus group and face-to-

face interviews. Participants were observed in both their natural and virtual environments.

Recording of Observations

Participants were observed throughout the data collection period, during interviews and the focus group session. Study participants were also observed as they went about their routine functions, and as they interacted on various social media platforms. Field notes of the behavior and activities of individuals at the research site, and in the online-environment were taken. Field notes of the attitudes of participants to social media were also taken. Field notes were both descriptive and reflective. Descriptive notes outlined who, when, and what was observed, and included detailed description of the setting, the participants, and the actions of participants. Reflective notes described the impressions and feelings about what was observed.

Observation Collection Instrument

The collection instrument for the observations was field notes. Field notes were recorded using a notebook and a laptop computer. Field notes were recorded during and after the observation of participants, which aided in understanding the social media phenomenon. Field notes included a list of the participants, when they were observed, a description of the observation setting, detailed description of the actions and behaviors of participants, and impressions and reflections.

Managing Deception in Observation

Deception arises from the need for people to protect themselves. Attention was paid to the various expressions of participants. Expressions captured the attitudes to

social media. Observed expressions included obvious signs such as nose and ear touching, head-scratching, and avoiding eye contact.

The Observation Report

All the observed activities that happened during the research period were reported. Observed outcomes included the attitudes of participants towards social media use for various business activities and the attitudes of employers towards staff and customers in social media environments. In addition, the attitudes and responses of customers to participants in social media environments were reported.

Document Data

According to Yin (2003), document evidence plays an important role in corroborating other data sources such as interviews and focus groups. Document evidence used in this case included the company's vision and mission statements and strategic marketing plan. Other data sources included the company's social media pages, Facebook, Twitter, and LinkedIn, as well as the company's website. Document evidence collected will be stored seven years, to meet research requirements, and then destroyed.

Four weeks were allocated for data collection and verification. The actual data for this study was collected over a period of 3 weeks. In the first week, directors of Company E and the first set of staff were interviewed. Document data collection also began in week one. Document data collection continued in weeks two and three, and the remaining staff interviews and focus group session were conducted. Individual interviews were conducted in 30-45 minute sessions and recorded with a digital audio recording device. This method of interview recording allowed for easy transcribing and verification of data.

Observations were conducted in the participants' natural work environment. Verification of recorded material with interviewees was done in week three. Testimonials from clients were also reviewed in week three. In the fourth week, the rescheduled interviews and other minor changes in the data collection process were done.

Data Analysis

Data analysis followed the data collection process. Data analysis, according to Creswell (2009), is about making sense of the data collected through interviews, focus group or other means. It involves developing a meaningful understanding of the data and interpreting the global meaning of the data collected. The data analysis process involved data preparation and organization, data reduction, and data analysis and interpretation. The captured data was transcribed into a Microsoft Word document, supported by notes detailing the interactions with interviewees and focus group participants. Notes included records of informal interactions and conversations, facial expressions, body language, and overall demeanor.

Data Preparation

This process involved transcribing the data collected from interviews, focus group, and observations (Creswell, 2009). It also involved typing of the interview feedback received, and the field notes collected from the observations and focus group. For this study, interview recordings and notes were transcribed and then organized by data source, for analysis. Interviews were transcribed in a consistent manner, in order to avoid misinterpretation and to facilitate easy and accurate analysis.

Data Reduction

Data reduction involves transforming empirically derived data to an ordered, corrected and simplified form (Creswell, 2009). Data reduction transforms large amounts of data into smaller amounts that can be easily and meaningfully analyzed. This process requires reading through all the collected data. The process of reading through all the collected dated (Yin, 2011) provides a reminder of the data gathered through observation, interviews, and document evidence, as well as the opportunity to determine whether new insights have emerged from the collected data.

Another element of data reduction is coding, which involves assigning simple words or phrases to capture the meaning of the larger segments of the data (Yin, 2011). Coding allows for the methodical movement of data to a higher level, and similar data items to be assigned the same code. Miles and Huberman (1994) argued that an early coding strategy requires the creation of a starting list of codes before data collection.

To reduce the data to manageable units, all the material collected was read, in order to understand the general ideas coming from the various data sources. Reading through the collected data assisted in understanding the views of the research participants, how the collected data answer the research questions and any new insights that emerged from the collected data. An early coding strategy was employed to guide the research process and to establish a link between the conceptual framework, the research questions, and the data collection. Data coding facilitated the identification of linkages between data themes and the process of transforming data into a form that was understandable, for processing.

Data Analysis Process

Data analysis and interpretation is the final stage of analyzing the data. Data analysis involves inspecting and modeling data to discover useful information that can support decision making (Creswell, 2009). The initial step in this process which involves identifying similar description and themes is described by Yin (2011) as *playing with the data*. The qualitative software tool NVivo was used to analyze the data. A narrative approach was used in detailing the intersections of the various themes identified for the different data collections methods, and the multiple perspectives of individuals who participated in interviews and focus group. A key feature of this analysis process was an attempt at full comprehension of the data, characterized by empirical accuracy, fairness, completeness, credibility, and value added (Yin, 2011).

The data collected using the digital recording device was imported into NVivo ®. The data was then analyzed using the initial data coding structure. Data were analyzed, beginning first with the broad themes which emerged from the data collected. Data analysis was followed by presentations and interpretation of the data. The data is presented using a combination of tables and figures aligned with the themes emerging from the research findings.

Ethical Considerations

The Academy of Management (AOM) has clear principles designed to enforce the highest professional standards in research. The core principles are responsibility, integrity, and respect for people's rights and dignity. Anonymity and confidentiality are critical in the research process. As such, researchers have a responsibility to ensure that

beyond providing informed consent, research subjects have the right to confidentiality, privacy, and anonymity. The implications for providing informed consent, confidentiality, privacy, and anonymity are that the privacy and personal interest of participants are protected, and this frees the investigators to conduct research in an atmosphere of trust.

The highest professional standards were observed in conducting research at the offices of Company E, in order to adhere to the principles of the Academy of Management. The information provided by participants or secured during observations is held in confidence. The document data of the organization which is not in the public domain is also held in strict confidence and appropriately secured.

Careful selection of professionals employed in the SME sector ensured non-selection of participants from any vulnerable populations. The participants selected were exposed to no undue risks. Ethical standards were observed throughout the entire period of the investigation to ensure no undue risk to participants, the company or the society. The participating organization was informed that only aggregated data would be shared, and there would be no direct identification or reference to any detailed company information. The potential benefit of new usable information to be derived from this research for the company, and the society significantly outweighs any risks involved.

CHAPTER 4. RESULTS

Introduction

The purpose of this research was to examine the adoption of social media by small and medium enterprises in Jamaica. The study represents an attempt to understand social media adoption patterns and the implications of social media adoption. The technology acceptance model (Davis, 1989) and the extended technology acceptance model (Venkatesh & Bala, 2008; Venkatesh & Davis, 2000) were applied in the investigation of the social media phenomenon. The technology acceptance model (Davis, 1989) holds that an information system's acceptability is determined by the perceived ease of use and the perceived usefulness of the technology. In extending the TAM, Venkatesh and Bala (2008) advanced that perceived critical mass, perceived trustworthiness, and perceived playfulness are important additional dimensions to consider in developing an understanding of new technology adoption.

A qualitative approach was used in investigating social media adoption and data triangulation was achieved through multiple data collection procedures and data sources. Patton (1999) described triangulation as the process of developing a complete understanding of a phenomenon through multiple methods and data sources. Triangulation can be achieved through research method triangulation, theory triangulation, investigator triangulation, or data source triangulation (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014). Employing data source triangulation, the results of interviews, focus group discussion, observation notes and document data were analyzed. Data codes were identified using qualitative thematic analysis to determine the

main themes and sub-themes emanating from the data. The following primary and supporting questions guided the research.

Primary Research Question: How do small and medium enterprises in Jamaica use social media in their businesses?

Supporting Research Question 1: What are the factors that influence social media adoption by Jamaican SMEs?

Supporting Research Question 2: What social media tools are being adopted by Jamaican SMEs?

Supporting Research Question 3: How do small and medium enterprises in Jamaica believe social media is impacting their businesses?

Supporting Research Question 4: How do small and medium enterprises in Jamaica believe social media will impact their businesses in the future?

Supporting Research Questions 5: How do small and medium enterprises in Jamaica believe social media adoption will impact their use of traditional media?

This chapter contains results of the data collection and data analysis, as well as a chapter summary. The research design and methodology for this study was a single embedded case study. A social constructivism philosophy was employed to explore the adoption of social media by small firms, through the perspectives of people, in the natural setting of the case. Interviews with owners and staff members of Company E were the primary source of data. Open-ended questions were used for all interviews. The use of open-ended questions facilitated two-way interactions and a conversational format with study participants (Yin, 2011).

Data triangulation was achieved with interviews, a focus group session, and observation of research participants in their natural work setting, and their virtual setting. The focus group discussion provided the ideal forum for the combined views of participants. The activities of participants were observed on social media pages and the company's website. The observations were recorded to form part of the research data. In addition, the collection and examination of internally generated records, including vision and mission statements, and strategic marketing plan, formed an important part of the data set. This qualitative approach facilitated a deeper understanding of the social media phenomenon and allowed for the generation of data about people's actions in a specific social setting (Eriksson & Kovalainen, 2011).

The Case

The case for this research consisted of several elements. These elements include the company, the owners/directors, the staff, and the firm's social media infrastructure. The social media infrastructure includes Facebook, Twitter, LinkedIn, WhatsApp, Skype, and Slack. The elements of the case are detailed as follows.

The Company

Company E is a leading provider of smart business technology. The company offers region-specific information technology software solutions to clients in Jamaica and the Caribbean. A privately employee-owned operation, the company's customer-oriented team has a vision to be the premier IT solution provider in the Caribbean. The company's product line includes software development, application support for third-party applications, technical services, and off-the-shelf software solutions.

The Owners

The company is jointly owned by three IT professionals. Director one is a professional who maintains pace in the ever-changing advances in technology, showing adept skill with information system planning, software development, and engineering. His experience provides clients with the support needed as operations shift to online environments. Director two is an IT professional who fully understands the principles that each company needs to distinguish and establish itself as efficient, competent, and effective in order to promote survival and financial success. He possesses a rare and needed talent which is critical and welcomed in the dynamic and aggressive world of business.

Director three is an IT professional who discovered that most business owners were keenly focused on the demands of their core business operations and making a profit, leaving their work-flow and technological needs neglected. The identification of this need sparked the idea for the creation of a company to meet the technological needs of other companies. Two directors participated in interviews and observation.

The Staff

Thirteen staff members were included in data collection, 10 of which participated in interviews. Nine staff members participated in the focus group discussion, and all 13 participated in observations. Staff participants included software developers, application support, application managers, technical support, administrators, application developers, development managers, customer support, programmers, sales and marketing officers,

and web administrators. Participants were between the ages of 25 and 55 years, with tenure of 3 months to 10 years. Participating staff and directors are identified as P1-P15.

Social Media Infrastructure

The company began social networking in 2014, as an outsourced activity. The firm's social media infrastructure includes Facebook, Twitter, LinkedIn, WhatsApp, Skype, and Slack. The company uses social media tools primarily for building public awareness and enhancing communication and collaboration.

Table 2

Profile of Study Participants

Participant	Participation Type	Social Media Profile
P1	I, FC, O	FB, T, I, SK, LI, WA, SL, SC,
P2	I, FC, O	FB, SK, LI, WA, SL, YouTube
P3	I, FC, O	FB, SK, LI, WA, SL, SC
P4	I, FC, O	FB, T, I, SK, LI, WA, SL, YouTube
P5	I, FC, O	FB, SK, LI, WA, SL, SC,
P6	FC, O	FB, SK, LI, WA, SL,
P7	I, FC, O	FB, SK, LI, WA, SL, SC, YouTube
P8	I, FC, O	FB, SK, LI, WA, SL
P9	FC, O	FB, I, T, WA, SL, SK, SC, YouTube
P10	I, O	FB, WA, SL, SK
P11	I, O	FB, T, I, SK, LI, WA, SL, SC
P12	I, O	FB, T, SK, LI, WA, SL,
P13	I, O	FB, T, I, SK, LI, WA, SL, SC, YouTube
P14	I, O	FB, SK, LI, WA, SL
P15	I, O	FB, I, SK, LI, WA,

Note. Participation Type: I-Interview, FG-Focus Group, O-Observation; Social Media Platform: Facebook-FB, Twitter-T, Instagram-I, Skype-SK, Slack-SL, LinkedIn-LI, SnapChat-SC, YouTube -YT, WhatsApp-WA.

COMPANY E
Elements of Social Media Adoption Strategy
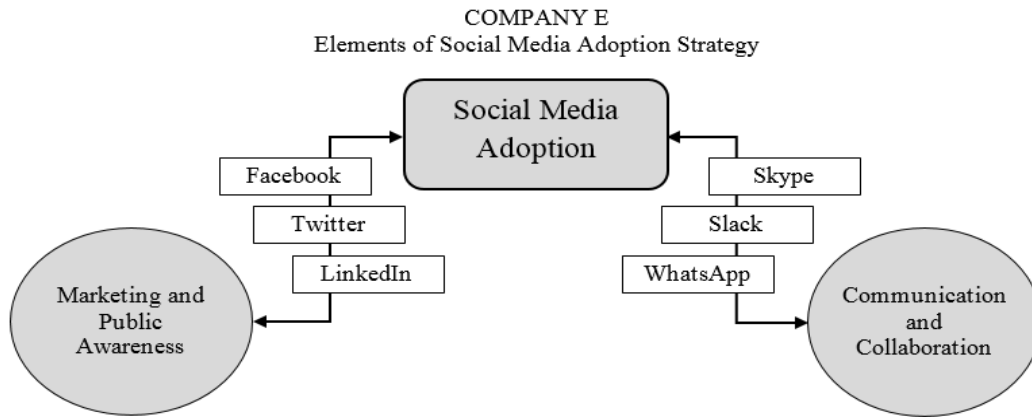
Figure 3. Elements of Company E's social media strategy.

Data Collection Results

Data collection for this research included 15 participants. Twelve participants were interviewed either in person or by telephone. Nine staff members participated in the focus group discussion. Ten staff members and two directors participated in interviews. All 15 participants were observed in their natural work and online settings. In addition, data was collected from various company documents, the company's website, and social media pages. Data collection from multiple sources facilitated data triangulation and addressed data convergence, dissonance, and completeness (Farmer, Robinson, Elliott, & Eyles, 2006), which Carter et al. (2014) asserted increases the validity of the findings of the study.

Interviews

The interview is a powerful tool for exploring topics in-depth (Fontana & Frey, 2000) and for eliciting important information about individual perspectives and experiences. Interview participants included two directors, and staff with responsibility

for managing the company's social media networks, who make regular or periodic posts to social media pages, and who use social networks for communication, collaboration, and customer interaction. Interviews lasted for 30-45 minutes.

Director interviews. Two Company E directors participated in interviews. The interviews were designed to gain insights into what influenced social media adoption, how social media tools are deployed, and the effects of social media engagement for commercial purposes. Transcripts from the interview sessions were analyzed using a word frequency query to identify the recurring themes highlighted by the directors. The word frequency query presented in Figure 4 highlights the most frequently used words. The larger the size of the words, the more frequently the participants had used in their interview responses. The word frequency query in Figure 4 provided support for the coding scheme.

Figure 4. Word cloud: Directors' interviews.

Staff interviews. Ten staff members participated in interviews. Interviews were recorded, transcribed, coded, and analyzed using a word frequency query to identify the main themes. The interviews were designed to assist in understanding why the company adopted social media, the choice of social media tools, social media uses and experiences, and the outlook for social and traditional media. The word frequency query representing staff interviews is presented as a word cloud in Figure 5.

Figure 5. Word cloud: Staff interviews.

Focus Group

In contrast to interviews, focus groups are ideal for generating comments and feedback in response to the comments of others, in support of data triangulation. Participant interaction in a focus group setting provides rich data and varying

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perspectives on the phenomenon being studied (Carter et al., 2014). Focus group participants included staff with responsibility for managing the company's social media pages, who make regular or periodic posts to the company's social media pages and who use social media for communication, collaboration, and customer interaction. No director was included in the focus group session

Nine staff members participated in the focus group discussion to examine the knowledge, opinions, and perceptions of social media uses and experiences. Questions were posed in an interactive group setting at the offices of Company E, where participants freely answered questions and agreed and disagreed with each other on issues relating to social media and social networking. The session was recorded, and notes of the vital points taken as part of the observation. The transcript of the focus group session was coded and analyzed using a word frequency query, as detailed in Figure 6. The word frequency query is presented as a word cloud, with the larger font size indicating the greater frequency of words, and the smaller font representing words less frequently used.
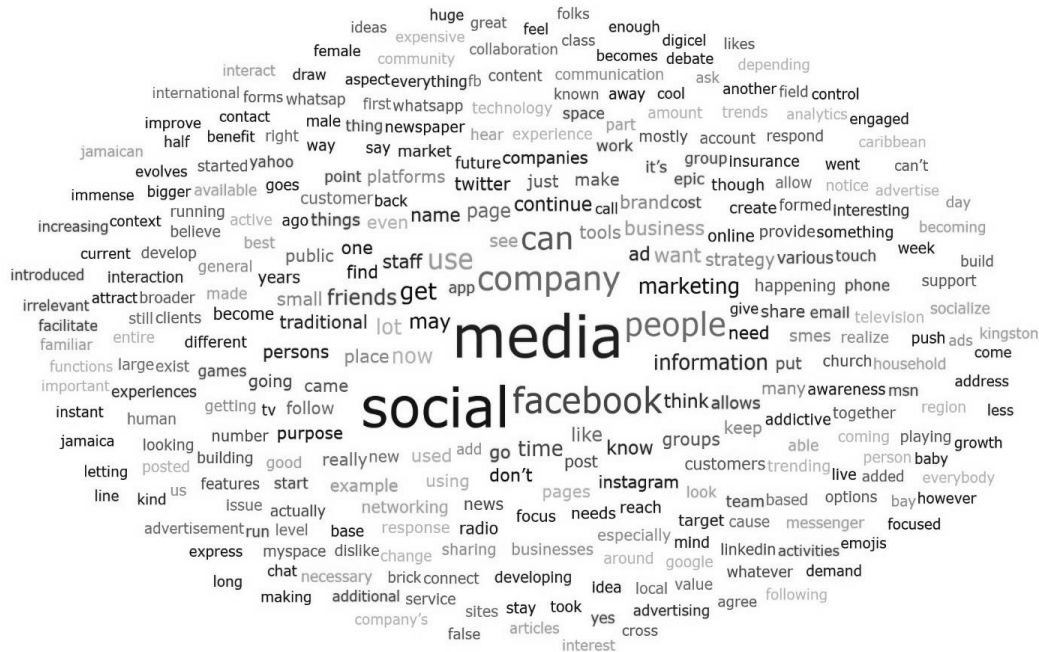
Figure 6. Word cloud: Focus group discussion.

Observation

Participant observation is used in qualitative research as part of the data triangulation process. The interactions and behaviors of study participants were observed in their natural setting (Mays & Pope, 1995), in structured or unstructured ways (Mulhall, 2003). In this study, all study participants were observed in their natural setting, as well as online.

Observation participants included all staff participants, including those with responsibility for managing the company's social networks, who post regularly or periodically to the company's social media pages, and who use social media for communication, collaboration, and customer interaction. The two participating directors were also observed. The observation was for 2 hours in the physical office environment

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and 2 hours in the virtual environment. The observations notes, which played an important role in data triangulation were recorded and transcribed.

Document Data

Document data, which was used in this research, is an important element of data triangulation in qualitative studies (Bowen, 2009). According to Eisner (1991), document data supports data credibility through a confluence of evidence. Documents data for this case included strategic marketing plan, social media plan, company website, and social media pages. The analytical process involved identifying, selecting, and making sense of the information collected, which yielded data in support of the major themes identified (Labuschagne, 2003).

Strategic marketing plan. The business has a formal strategic marketing plan, which was formulated in 2014 when the directors deemed it necessary to build public awareness of the company. A marketing firm was engaged, and a marketing consultant and marketing representative were assigned to the organization. The formalized marketing plan includes the use of traditional and social media as part of the campaign to build brand awareness. The marketing plan has three elements: the targeting of specific audiences, retargeting to establish brand recall and social customer engagement. Concerning the development of a strategic marketing plan, P14 stated, "About two and a half years ago, we decided to get into marketing. So, we brought in a marketing company, and we were assigned a marketing consultant and a marketing representative to give us ideas." According to P14, the company launched a marketing campaign which included billboards, social networking, and presenting at industry conferences.

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Social media plan. The social media plan is part of the broader marketing plan, focused on building brand awareness. The social media plan has two specific components. The first component is focused on building public awareness of the company through Facebook, Twitter, and LinkedIn. Two years later, the company maintains its Facebook page, with reduced activity. An inactive Twitter page is also maintained. The second component of the social media strategy is the adoption of social tools to build internal communication and collaboration between staff, and between staff and customers. WhatsApp, Skype, and Slack are used for this purpose. WhatsApp is used extensively between staff members, as well as for communication with customers as a substitute for telephone calls. Skype is used for calls and video conferencing between team members and international clients. Slack facilitates collaboration between internal teams, and to a lesser extent, between internal teams and customers.

Annual report. The annual report, which presents the comprehensive report of the company's activities and financial performance for the year, was an important element of document data. The report provided corroborating information for interview and focus group data. The annual report also provided information on the effects of the company's social media strategy.

Data Transcription

Following data collection, the interview and focus group recordings were transcribed. Supported by the interview guide, the transcription process facilitated re-living the interviews. The data and audio files were then imported into NVivo for analysis, with the aid of the initial coding structure. Notes of relevant information from

company documents, web pages, and observations formed an important part of the data set, supporting data triangulation.

Data Coding

The data coding and analysis process began with the reading of the transcriptions of interviews, focus group and observations, and the recording of the first impressions of the collected data. The first impression from deep engagement with the participants and data review was that the innovation, social media, has become an important feature of contemporary life for individuals and businesses, alike. SMEs are aware of the potential benefits of social media; however, there is little movement beyond a passive presence on most platforms. Based on the research findings, the assumptions about what may be the most popular tools for personal or business interaction may not always be right.

The data was read and coded, identifying popular words and phrases which provided insights into the activities, concepts, actions, and opinions of study participants. The initial coding structure and the repeated reviews and re-reading of the transcripts were instrumental in developing the final codes and themes. The most important codes were determined by bringing several codes together. The repetition of concepts, the alignment with previous reports, and alignment with theories helped to determine the relevance of codes. Data analysis was completed with the guidance of the data analysis process flow diagram in Figure 7.
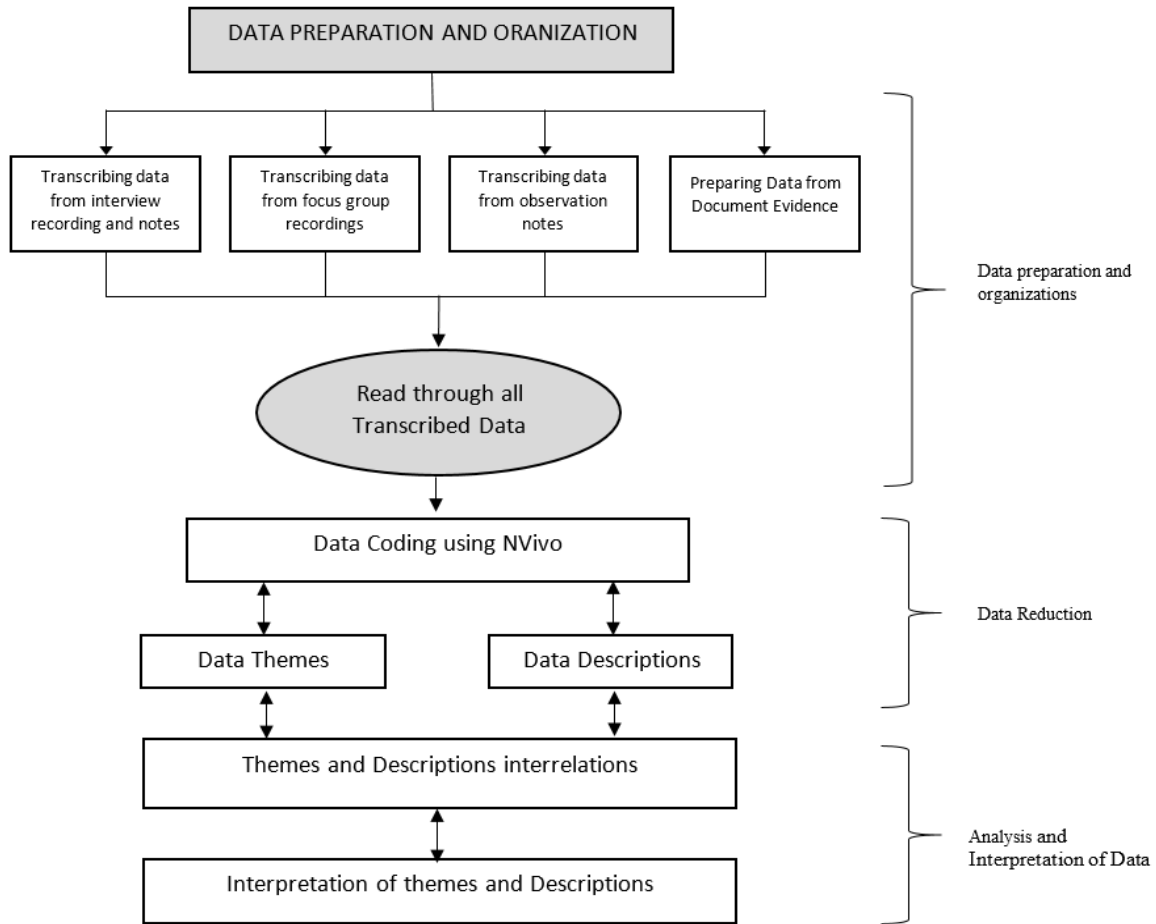
Figure 7. Data analysis flow diagram.

Qualitative thematic analysis was used to help with the identification of themes that assisted in answering the research question. The thematic analysis approach identified frequently occurring patterns and gave prominence to those themes. The main themes were identified as those most relevant to the study, and those which established connection between the main themes and sub-themes, as detailed in the hierarchy of research codes in Figure 8.
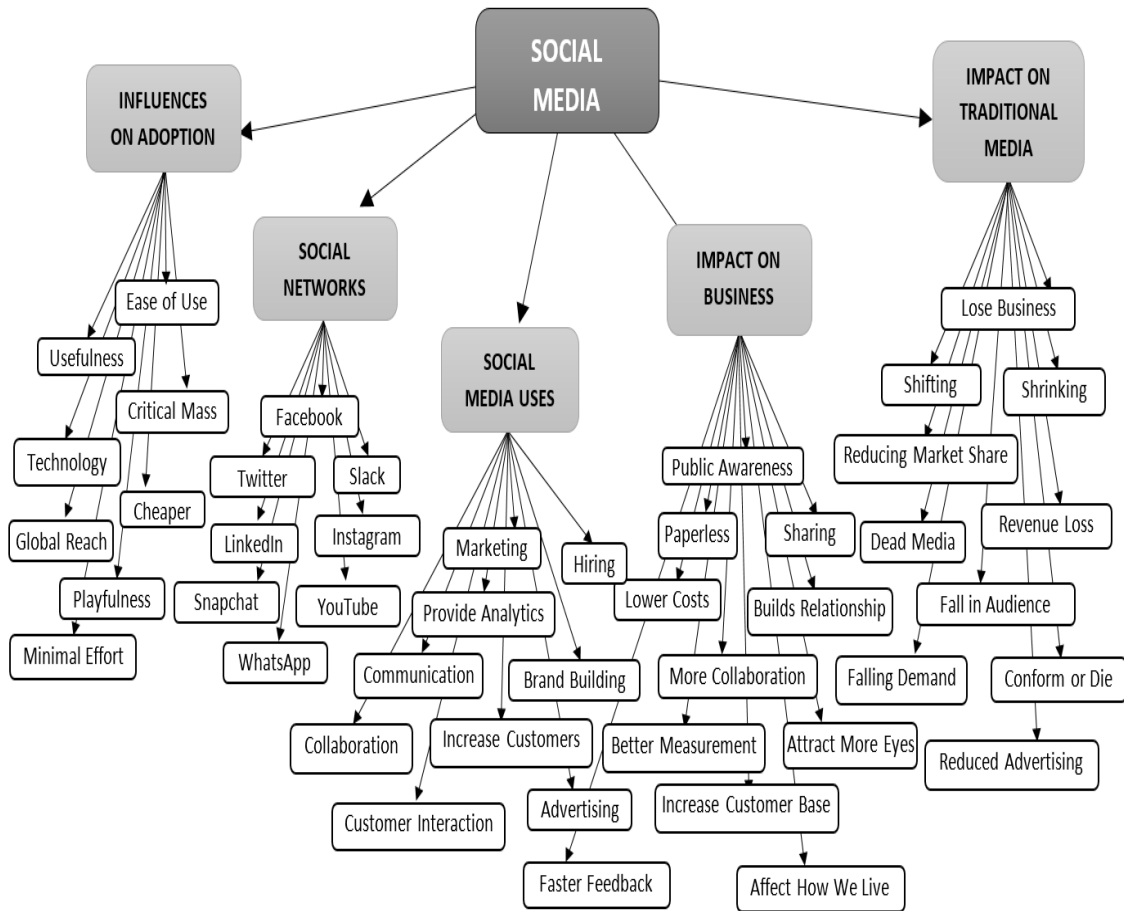
Figure 8. Social media adoption: Hierarchy of research codes.

Data Analysis and Results

The themes emanating from the analysis of data obtained from interviews with company directors and staff, the focus group session, and observations were then matched with the research questions. These themes were supported by data from company documents, company website, and social media pages. The synthesized themes, captured in Figure 9, were then matched to the supporting questions, to answer the primary research question.
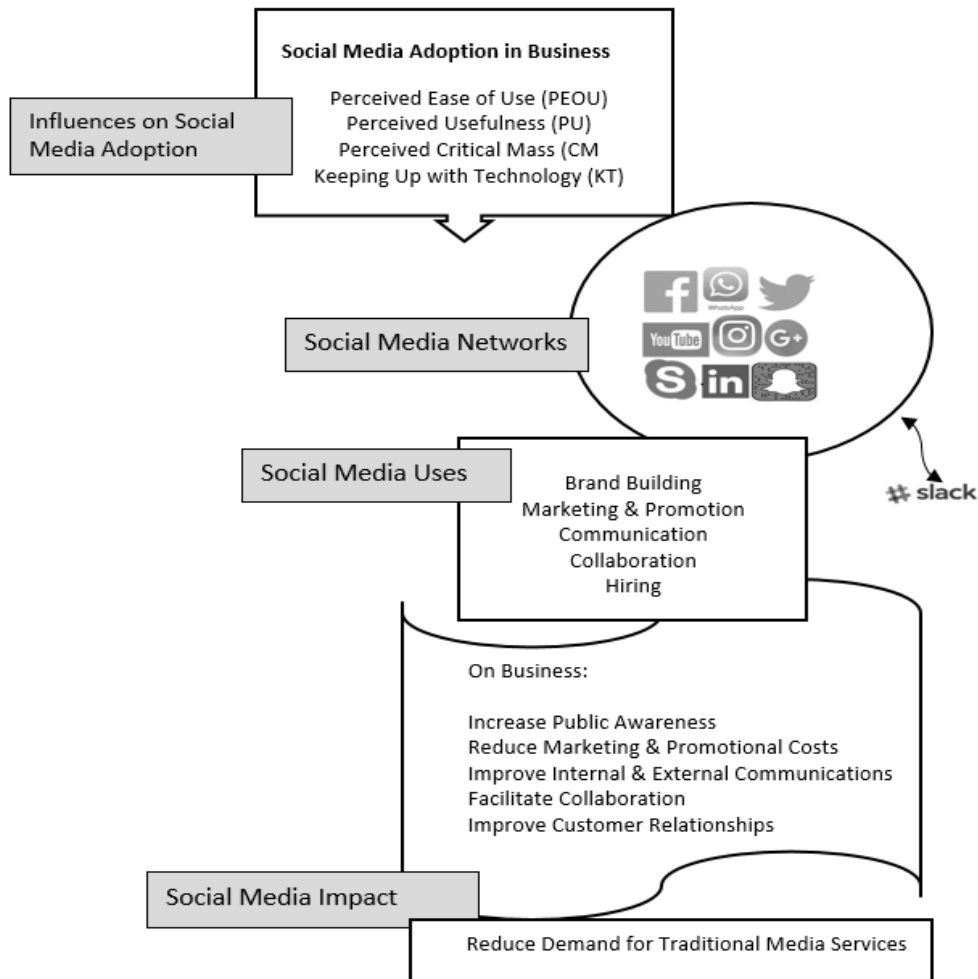
Figure 9. Conceptual map of social media adoption themes and sub-themes

Results of Research Questions

Supporting Research Question 1: What are the factors that influence social media adoption by Jamaican SMEs?

Theme 1: Influences on Social Media Adoption

Influences on social media adoption by SMEs was the first theme identified. Data analysis revealed four sub-themes associated with this theme. The sub-themes were examined in relation to the technology acceptance model (Davis 1989), which anchored

this study. The technology acceptance model posits that two primary variables, perceived ease of use and perceived usefulness, influence behavioral intention to use technology. The data indicate that both perceived ease of use and perceived usefulness are influencing factors on social media adoption. This was confirmed in responses to staff interview question 4, and focus group question 5. In these questions, participants were asked about the factors which influenced social media adoption by the company. Participants identified four primary influences on social media adoption: perceived usefulness, perceived ease of use, perceived critical mass, and keeping up with technology. The influences identified are supported by Rauniar et al. (2014), who found that in addition to perceived ease of use and perceived usefulness, other variables play a role in influencing user engagement in social media.

Sub-theme 1: Perceived usefulness. With reference to the factors influencing the adoption of social media by SMEs, perceived usefulness was the most commonly occurring theme. This theme was highlighted by P15 and eight interview participants who spoke of the usefulness of social media tools for various business activities. P2 said, "Social media allow businesses to do a lot more with a lot less." P7 stated, "The fact that you can do so much, and reach so many people with so little effort, and do things that you could not do previously, is a dream for SMEs." P4 said, "It is cheaper, and the reach is wider than other media, and it levels the playing field for the company to compete with other bigger brands." In support, P2 stated:

> Social media are useful for attracting clients, projecting in the eye of the public a
> stable company, one that is reliable, that you can go to for whatever issues you

have, so social media can help with building image and being able to attract more eyes from a large cross-section of people.

Other interview participants responded as follows. P10 stated:

Social media can be used for so many business activities. So, the more you can keep up with the various societal groups the broader your market will be. So, it's strategic, because you have a target market, you will have a better idea of how many responses you can get from using social media.

P13 explained:

Based on my experience, to get an ad out there, using the traditional media would cost you a lot, but on Facebook you could have an add running for a week, for $5. …. that ad is in your geography, so you get the right kind of person you are looking for, and it provide stats so you can see who is being reached and how they are reacting, so you can make decisions based on that.

P6 described:

For example, when you spend $5 to run an ad for one week, you have a target margin of 200 or more, but it would cost you $500,000 to run a 30-second ad in prime-time or in the community service section of a local newspaper. It will cost you half a million dollars to run a 30-sec ad for one month on the regular TV station; but between those two, you don't know how many people are viewing it, and cost goes up for prime time, especially for TV. Social media provide the best opportunity for marketing the business.

P5 stated:

> Social media allow for levelling of the playing. I believe we reach more people
> with social media because it is being integrated into so many of these platforms. It
> may not be Facebook, but many of the messages are being pushed through various
> platforms such as Google Plus.

P1 described:

> …Once the ad goes on TV, it is there for half a minute, between 7:00 pm and 8:00
> pm, three times. Whatever happens, they do not care after that. Only if you tune in
> at that time, will you see it but on social media, it is there for a long time. We can
> now place local ads on YouTube, and it's a not a lot… businesses have latched on
> to the AdSense aspect of Google, and they are promoting everything. It works for
> the business.

The usefulness of social media also featured in the focus group discussion. All
nine participants highlighted the usefulness of social media tools as follows. P2
explained:

> It's a place that meets a lot of human need; a lot of human and business needs in
> one place. Many games, communication, messaging, sharing photos. Putting all of
> that in one place attracts a large gathering of people into one location, and that is
> good for business. Then as they achieve success with one, they try another…like
> Twitter. It's about forming a lot of features that meet needs, even needs that we
> don't even know we have.

Participant 3 described:

It is free advertisement. You do pay for ads in the beginning, and once your

number is up to a certain level for Facebook, then the company can reach people

instantaneously, and no money is required for advertising. If you are a small

organization, like this, you don't have any money to go to radio…... Back then

there was no way for small organizations to advertise.

P4 indicated:

So, what you find for SMEs, is that they push SMEs, and it has become its own

business because there are companies that only focus on social media marketing.

What social media does for SMEs is that it levels the playing field with the bigger

firms. When a small company like this one starts trending, it starts carrying a lot

of weight, and clout and you can shift the market by how things are going. For

SME's, social media is really for marketing and creating a following so that your

products and services can get out there.

P1 stated:

What is interesting over the years of observing these social media platforms, you

realize they cater to what is trending. When they came, people had this new world

where they could create different things. With Facebook, everything is dumped in

one timeline, you see everybody's stuff. As time progresses and things become

more modern, people can do human studies in what people gravitate towards. So

now what was happening with Facebook where you like, you can now do that on

Instagram, and then SnapChat came. Instagram now has the quick disappearing

video. You can, also, now go live on Instagram like you can on Facebook. The

cross platforming, the features are available on the various platforms, which

businesses can use to understand consumer tastes and make better decisions.

P8 indicated:

The major thing is, social media has what a business wants. It allows targeted

marketing, so a business can sell based on data on product movement. The target

marketing is powerful. The essence of business thriving lies within their

customers, and so if you want to target a whole group of customers, social media

is the ideal tool.

Participants pointed to the reliable and constant nature of social media as another

useful quality, captured in this statement by P5: "You may make a phone call, you don't

get through, you send an email, and it bounces, but with social media, there is that instant

response, where you know that you go on, and that person is online. Further, S5 asserted,

"they allow users to share without coming together physically. With Facebook, for

example, the newsfeed provides interaction which I find of immense value. They

facilitate connection with people you have been long out of touch with." These views

were reinforced by P3, who spoke of the usefulness of social media for not just public

interactions, but also for private use: "For example, there was a time when I used

Facebook because I needed to store my pictures because I know they will never go down,

so there is that assurance for business that it will not go down."

The influence of perceived usefulness on social media adoption was also

highlighted in the company's social media plan, and captured in this statement: "Social

media will allow the company to undertake multiple functions at significantly lower cost,

including marketing and advertising, developing public awareness of the company, improving customer relationships and hiring new staff." In further corroboration of the importance of the usefulness of the new technology, the use of social media was observed during the research period for not just building the public image, but the engagement of social media tools for internal customer interaction and for communication with clients. For example, WhatsApp is used heavily between staff members, both at the business and personal level. Following initial interaction with research participants, further contact was made through social media.

Sub-theme 2: Perceived ease of use. The second theme identified as influencing social media adoption was the perceived ease of using the technology. Five interview participants highlighted this theme. P7 stated, "The ease of use makes it attractive." P15 said, "Because social media tools are so easy to use, anyone in the company can post to social pages and support the marketing activities, which also reduces marketing costs. In furthering that thought, P10 said, "Social media are very easy to use, they provide a quick, cheap way for advertising. The cost factor, including time and labor results in ease of use." P11 agreed, "It is very easy to use. On Facebook, a small business can have an ad running for a week for $5, which is much less than the cost of a one-off ad on traditional television or radio." P1 also agreed, stating, "Convenience, that's the main one, and its cost effective and easy to use."

Focus group participants said the following regarding the influence of ease of use, on social media adoption. P13 stated, "SMEs push social media, and they benefit from pushing themselves on social media. So, the company uses social media because of how

easy it is to use." P6 asserted, "Because of how easy they are to use; social media provide a level playing field for SMEs. Once you start trending as a small business, you stand to gain by increasing your customer base and increasing revenue… because of the ease of use, this company could start trending."

P1 explained, "For a small business, social media are very easy to use because ads on traditional media are very expensive." P7 said, "It is very easy to use, user-friendly, you do not need any special training or skill to use social media." P5 indicated, "Social media allow for targeted marketing; target marketing is powerful as it allows a company to focus on specific groups." P4 stated, "Social media facilitate analytics which are very easy to generate, and they assist SMEs in their decision making. Social media analytics help SME's to streamline their marketing and customer service activities, and gauge customer responses." P8 described, "Social media are easy to use, so they give SMEs, like this one, what they want."

The ease of use of social media tools for various business functions was reinforced in the company's marketing plan, which included a provision for the involvement of a greater number of staff because of how "simple and easy" it is for them to contribute to the various social media pages. All research participants were observed to be active users of multiple social media tools. Following initial contact by telephone and email, follow-up communication was by WhatsApp or Skype. Participants indicated that it was easier to reach them via these social media tools. Most participants have an online presence on Facebook, Twitter, Instagram, LinkedIn, Skype, and WhatsApp. The

convergence of information from interviews, observation, and documents supports the study's validity (Carter et al., 2014).

Sub-theme 3: Perceived critical mass. Another theme identified in the data relating to influences on social media adoption by SMEs is the access to a large audience of millions of people; a result of the global reach of social networking platforms. This theme is aligned with the perceived critical mass variable of the extended technology model (Venkatesh & Bala, 2008). In confirmation of the influence of perceived critical mass on social media adoption, there were four responses from interview participants. P14 stated, "It is what the market is using. Everyone's on social media. The marketing is going well…. This is how I consume my thing. So, putting an ad on the radio or on TV, it's outdated." P2 agreed, "The fact is, social media is growing, and there is a growing audience on the various platforms, and it can be used for different functions. P12 said, "Not only is there a large market and access to millions of people, but with the global reach there are endless possibilities to grow the customer base."

Echoing the views of P1 and P6, P5 asserted:

There is a recognition by the company that we live in an era where social media is heavily used by persons in general, people in large and small enterprises. With that, social media would be good to put the name out to the public. It is also a cheaper means of advertisement. Feedback is faster than with traditional media.

In corroboration, focus group participant P5 stated that "social media facilitate marketing your product to this huge audience." P8 agreed, stating:

The thing about Facebook is that it gives you a wide forum

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and its exponential, and it grows and grows as friends of friends are added. So, when you have products to market and ideas that you want to reverberate in a wide scope, Facebook is the place to put it.

In support of interview and focus group findings, the company's social media plan emphasizes the fact that social media use is important because of the huge market to which the company has access. The marketing plan emphasizes the fact that the company is committed to growing its market share by taking advantage of the large number of social media users on social networking sites Facebook, Twitter, LinkedIn, and Instagram, which collectively constitute a large global market from which the company can grow its followers and ultimately its customer base. At the time of this research, Company E had 1,849 followers/likes on Facebook, signaling a steady and important following. This mass following and increase in contact is supported by the findings of Sledgianowski and Kulviwat (2009), who concluded that critical mass is an important determinant to communication innovation diffusion, and has become increasingly applicable to interactive media innovations such as social media, where early adopters influence late adopters to use the innovation.

Sub-theme 4: Keeping up with technology. Two other variables of the extended technology acceptance model, perceived trustworthiness, and perceived playfulness, did not feature overtly as influencing factors for social media adoption by SMEs; however, analysis of the data revealed another theme associated with social media adoption, keeping up with new technology. This theme had relatively less occurrence, but it is

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important to note that both directors and three staff interviewees highlighted this theme. It was also mentioned by one focus group participant. In addition, this was an important theme in the firm's strategic social media plan, an element of the broader marketing plan. It was noted in the plan that social media will form an important element of the strategic marketing plan, as the company must keep up with technology to ensure long-term growth and viability.

In response to the question on how social media fit into business strategy, P14 stated, "Where social media is concerned, if you are not there, the odds are you are nobody." Further, P14 stated:

> As far as social media is concerned, if you are not there, you are left out. Two and a half years ago, we hired a marketing company and were assigned a marketing representative that came in and developed a marketing plan for the company. This plan included the use of both traditional and new media. They did a billboard, bought some TV spots and, developed flyers for distribution at trade and other conferences, distributed promotional items and developed the social media portfolio, so now we are there.

> In reinforcing this point, P15 stated, "Developing a social media presence was necessary because of the need to remain in step with technology, and explore the new cost-effective options for marketing the company and its products." According to P3, "Social media came, and no one wanted to be left off the bandwagon, it was not done with any great thought about where the wagon was going but just to get on the wagon." P12 stated, "Everything is moving so fast and if you do not keep up you will be left out.

The company had to create social media pages to keep up with technology." P11 agreed, "The company had to adopt social media to keep up with technology because the IT world is changing very fast."

One focus group participant highlighted the influence of keeping up with technology. According to S7:

Social media and social networking are here to stay. What has allowed this company to exist is technology, so with the development of new technology, they would want to continue to develop by using new social networking platforms and any other technology that may emerge in the future.

In observing the attitudes of focus group participants to social media adoption, there was a common belief that social media adoption is unavoidable and inevitable at both the personal and business level, as technology advances and the ways and means of performing everyday functions change. The usefulness and ease of use of social media technology, as well as the large market access made possible by social media adoption, make keeping up with this technology a necessity. In a study of social media adoption by SMEs in Greece, Durkin et al. (2013) also found that companies shared an anxiety, about not adopting what was perceived to be "a new essential tool for business growth." The researchers found that "adoption behavior was not driven by a purposeful or thoughtful agenda through which value could be added to the customer experience," but by the need to keep up with technology.

Supporting Research Question 2: What social media tools are being adopted by Jamaican SMEs?

Theme 2: Social Media Networks Adopted

Interviews with owners and staff, as well as the assessment of the company's social media portfolio and document data, revealed that the company adopted multiple social networking tools for brand building, communication, collaboration, and recruitment. These include Facebook, Twitter, and LinkedIn. In addition, the sub-themes of Skype, Slack, and WhatsApp are associated with communication and collaboration between staff, and between staff and clients. Participants mentioned other social media tools which they use, including YouTube, SnapChat, Instagram, and Google Plus.

Sub-theme 1: Facebook. Of the sub-themes associated with social media networks, Facebook had the highest occurrence. All interview and focus group participants shared the perception that Facebook is the most important social media tool used by the company. Facebook was also one of the highest recurring themes in the focus group discussion. Kane et al. (2014) found Facebook to be among the most popular social media tools, along with Twitter, LinkedIn, and YouTube. In corroboration, Berman et al. (2007) identified Facebook among the three most popular social media networks, which also included YouTube and Twitter. Observations and document data, including the marketing and social media plans, confirmed the use of Facebook as a critical element of the social media plan. Observation of the company's social media pages also revealed that Facebook is the most active when compared to Twitter and LinkedIn.

The Facebook page, created in 2015, is the primary social media tool used for developing awareness of the company, and building the brand. An increase in Facebook postings was observed during the research period when there was heavy interaction with

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the company's management and staff; however, there is no indication that the company has taken advantage of many of the marketing features available through Facebook. Facebook features include advertisements, email newsletters, and events management.

Responding to a question regarding the social media tools used in the business, P15 stated, "We use Facebook, Twitter, and Linked for marketing and staff recruitment, and we use other social media tools, Skype, Slack, and WhatsApp for internal communication and collaboration between staff, and for communication with our clients." In confirmation, P14 stated:

We are on Facebook. Technically we are on LinkedIn. I use the word technically. We exist on LinkedIn, but we just exist. We had a marketing and sales rep for two years, so while she was here, and the marketing consultant was doing her thing, they posted regularly to Facebook to grab attention. Our strategy at the time was to build awareness to let people know we exist. Post items to grab attention to let people know that we exist. ……. there is also Twitter. The same posts made on Facebook are mirrored on Twitter. We use WhatsApp mostly for communication between staff, Slack for file sharing and Skype for video conferencing with our international clients.

Staff interviewees responded as follows when asked what social media networking sites are used by the company. P3 indicated, "Facebook, but it is not heavily used by the staff." P4 described, "Facebook is primarily for marketing." P5 stated, "For brand awareness – Facebook. Twitter is used less." P1 indicated "Facebook." P2 cited, "Facebook, LinkedIn, WhatsApp, Twitter, Slack, YouTube." P6 cited, "Facebook,

Twitter, Slack, LinkedIn." P13 stated, "Facebook, LinkedIn, WhatsApp, Twitter, Slack."
P10 named, "Facebook, Twitter, LinkedIn, WhatsApp." P11 stated, "Facebook,
LinkedIn, WhatsApp, Slack." P12 noted, "Slack, WhatsApp, Skype, Facebook."

The focus group discussion generated the following feedback from participants
regarding the social media tools that are used by the company. P8 named, "Facebook,
WhatsApp, Skype, Slack." P3 indicated, "WhatsApp, Slack, and Facebook." P4 cited,
"WhatsApp, Slack, Facebook." P7 stated, "WhatsApp and YouTube, Facebook, Twitter."
P5 stated, "Facebook, Skype, WhatsApp, and Slack." P1 cited, "Facebook for brand
familiarity because Facebook reaches millions of people." P9 listed, "WhatsApp, Slack,
Skype." P2 stated, "WhatsApp, Slack, Skype. Facebook was more active at one point."
Lastly, P6 indicated "Skype, Facebook."

A review of the company's social media plan indicated greatest emphasis on
Facebook for developing public awareness of the company. This strategic direction is
justified, given the popularity of Facebook with over 1.8 billion active users, according to
the 2017 ComScore report. Per Beauchamp (2013), Facebook presents an excellent
opportunity for firms to extend the reach of their advertising message.

Sub-theme 2: Twitter. Twitter posts were found to be an extension of the
Facebook page, supporting the company's public awareness campaign. Many of the
Twitter posts mirror the posts on Facebook. The low attention given to Twitter is
reflected in the low level of tweeting that the company does, the equally low followership
the company has on Twitter, and the few persons or businesses that the company is

following. An interesting observation was that many of the interviewees were not aware that the company has a Twitter account.

This theme had a low occurrence among participants. Only six participants mentioned Twitter. Many participants, particularly those who were with the company for a year, or less, were not aware of the existence of the company's Twitter account. P14 stated, "I am not on Twitter, personally but there is also Twitter, the same posts made on Facebook are mirrored on Twitter." Other participants responded as follows. P5 noted, "For brand Awareness, Facebook, Twitter is used less." P2 stated, "Facebook, LinkedIn, WhatsApp, Twitter, Slack." P12 listed, "Facebook, Twitter, Slack, LinkedIn." P9 stated, "Facebook, LinkedIn, WhatsApp, Twitter, Slack." Lastly, P10 listed, "Facebook, Twitter, LinkedIn WhatsApp."

Only two participants mentioned Twitter in the focus group discussion. S7 indicated, "There is WhatsApp, Facebook, Twitter, Slack and Skype" and S2 stated, "There is WhatsApp, Slack, Skype, Facebook … and Twitter. The presence, but limited use and weak profile of Twitter was also highlighted by P15, who stated that "for Twitter to be effective, you have to be tuned in to current events, and constantly commenting on these events." Bulearca and Bulearca (2010) reinforced this view and argued that in order to yield best results, Twitter requires commitment and consistent, strategic implementation, regular updating, and engagement with followers, which means specialized staff must be assigned. The lack of passion toward Twitter is reflected in the low occurrence of this theme in the data sets.

Sub-theme 3: LinkedIn. The company established a LinkedIn page as part of its thrust to improve awareness and strengthen its network of business contacts. LinkedIn was highlighted in the literature as one of the fastest growing social networks, which has become integral for staff recruitment (Bonsón & Bednárová 2013). This theme had a moderate occurrence among participants. Six participants mentioned LinkedIn in interview responses. This theme also had moderate mention frequency in the focus group discussion. Its presence as an important social media tool was confirmed in document data and online. Bonsón and Bednárová (2013) found that companies in communications and technology, such as Company E registered higher usage of LinkedIn than SMEs in other industries.

In response to the question regarding social media networks in use, P2 stated, "We are on Facebook, we have a Twitter account, and we are on LinkedIn. However, during the Interview P1 stated, "... we exist on LinkedIn, but just exist..." Below are additional participant responses to the use of social networking tool LinkedIn. P3 listed, "Facebook, LinkedIn..." P12 cited, "Facebook, Twitter, Slack, LinkedIn." P9 stated, "Facebook, LinkedIn..." P10 described, "Facebook, Twitter, LinkedIn, WhatsApp." P11 cited, "Facebook, LinkedIn, WhatsApp, Slack." P13 listed, "WhatsApp, Skype, Slack, LinkedIn." P1 stated that "LinkedIn… Grabs that business audience," and P2 stated, "LinkedIn is here, but more passive."

Further, P1 added, "LinkedIn allows professional connection. You can see skills set in a more complete light. Based on LinkedIn profiles I know who within the organization has the required skill to solve a problem that may come up." In

corroboration, a review of the company's 2015-2017 social media plan indicated that

LinkedIn would be used to for establishing and maintaining links with business contact,

for brand building, and staff recruitment. Witzig, Spencer, & Galvin (2012) highlighted

LinkedIn as one of the fastest growing social networks, for staff recruitment.

Sub-theme 4: WhatsApp. WhatsApp had a very high occurrence among

interview participants. Ten participants mentioned WhatsApp in their response regarding

social media tools. The increasing popularity of WhatsApp is affirmed by Bajpai (2016)

that WhatsApp is the most user-friendly of all messenger apps. Responding to the

question regarding the social media tools used in this business, P15 stated, "We use other

social media tools, Skype, Slack and WhatsApp for internal communication and

collaboration between staff, and communication with clients." In confirmation, P14 said,

"We use WhatsApp mostly for communication between staff." According to P1, "The

social media that is primarily used in the company is WhatsApp. It is easily accessible

because everyone has a smartphone and it is the cheapest and easiest way to keep in

touch as opposed to using a landline telephone." According to P3:

> WhatsApp is more of a social experience, and for communicating about anything
>
> that is important within the company itself. The different teams have their own
>
> WhatsApp groups, so if there's something like a disaster or if there is a
>
> development with one of the clients, the information is shared between the team
>
> members in the group.

Focus group responses were as follows. P8 listed, "Facebook, WhatsApp, Skype,

Slack." P3 stated, "WhatsApp, Slack, and Facebook." P4 cited, "WhatsApp, Slack,

Facebook." P7 noted, "WhatsApp and YouTube, Facebook, Twitter." P5 stated, "Facebook, Skype, WhatsApp, and Slack." P9 cited, "WhatsApp, Slack, Skype." Lastly, P2 listed, "WhatsApp, Slack, Skype."

For the research period, WhatsApp was used by participants at all levels of the organization to communicate. Participants were also observed using WhatsApp during the focus group session. Following initial connection with participants via email or telephone, subsequent communication was primarily with the use of WhatsApp. A review of the company's strategic marketing plan indicated that WhatsApp would be used for internal communications between teams, and for communication, with some clients. The extensive use of WhatsApp is supported in the literature by (Bajpai, 2016) who found that WhatsApp is a widely-accepted tool by almost all sections of society, globally.

Sub-theme 5: Skype. The voice call and video chat service, Skype, which scholars have classified as a social media network, had a relatively high occurrence among study participants. One director and six staff participants mentioned Skype among the social media platforms used by the company. D2 said, "The social media platforms we use are Facebook, Twitter, LinkedIn, Skype, Slack and WhatsApp. Staff participants responded as follows. P6 indicated, "Facebook, Twitter, Slack, Skype, LinkedIn." P9 cited, "Facebook, LinkedIn, WhatsApp, Twitter, Skype, Slack." P10 listed, "Facebook, Twitter, LinkedIn, WhatsApp, Skype." P11 ranked, "Facebook, LinkedIn, WhatsApp, Skype Slack." P12 listed, "Slack, WhatsApp, Skype, Facebook." P13 listed, "WhatsApp, Skype, Slack, LinkedIn."

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Focus group participants responded as follows. P8 cited, "Facebook, WhatsApp, Skype, Slack." P5 listed, "Facebook, Skype, WhatsApp, and Slack." P9 stated, "WhatsApp, Slack, Skype." P2 indicated, "WhatsApp, Slack, Skype." Lastly, P6 stated, "… but Skype, Facebook."

The use of Skype for meetings and video conferencing was included in the company's business plan. The articulated objective for using Skype to reduce international calling costs is corroborated by interview and focus group feedback, where participants indicated that Skype facilitates calling and conferencing with the company's international clients. The social media plan states, "To improve external communication with clients, and reduce cost, communication with international clients will be shifted to Skype which facilitates both voice calls and video conferencing." Per Rao, Angelov, and Nov (2006), the disruptive innovation of Skype has had a dramatic impact on the technology paradigm, creating new standards and operating models for business communication.

Sub-theme 6: Slack. The cloud-based tool Slack, which was first marketed as a workplace collaboration tool has grown beyond professional use and has become a social network where many IT professionals spend a lot of their workdays, according to study participants. Though Slack was not mentioned by researchers in the literature as a social networking site, it registered a high occurrence among interview participants and was a recurring theme in the focus group discussion. As a result, while Slack is grouped with the sub-themes related to social media networks, it is on the periphery, as the literature has not confirmed this tool as a classical social media network. Slack could fall under the

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category of collaborative projects, one of the six social media categories of Kaplan and Haenlein's (2010) social media classifications.

In responding to the question regarding the social media tools used by the company P15 stated "…Slack and WhatsApp for internal communication." Other staff participants responded as follows. P2 listed, "Facebook, LinkedIn, WhatsApp, Twitter, Slack." P8 listed, "Facebook, Twitter, Slack, LinkedIn." P7 cited, "Facebook, LinkedIn, WhatsApp, Slack, YouTube." P11 described, "Facebook, LinkedIn, WhatsApp, Slack." P12 noted, "Slack, WhatsApp, Skype Facebook," and P13 listed, "WhatsApp, Skype, Slack, LinkedIn."

Focus group participants responded as follows. P8 cited, "Facebook, WhatsApp, Skype, Slack." P3 listed, "WhatsApp, Slack and Facebook." P4 noted, "WhatsApp, Slack, Facebook." P5 ranked, "Facebook, Skype, WhatsApp and Slack." P9 stated, "WhatsApp, Slack, Skype." Lastly, P2 described, "WhatsApp, Slack."

An assessment of the firm's virtual portfolio indicated no public Slack presence; however, a review of the company's business plan indicated that Slack would be used to improve internal collaboration between work teams. Slack was also designated as a tool to drive innovation in the organization. This finding aligns with the responses from interview and focus group participants.

Sub-theme 7: YouTube. Popular social media video sharing network, YouTube, had a low occurrence among social media tools used by the company. YouTube was not mentioned in the social media plan or in any other reviewed company documents, nor does the company have a YouTube Channel. In the focus group discussion, however,

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participants mentioned the use of YouTube. According to P7, the tools used in the work environment are "WhatsApp, YouTube, Facebook and Twitter." P6 noted that YouTube is used mostly for tutorials. In interviews, two participants mentioned the fact that while YouTube is not a social media tool adopted by the company, they use YouTube on the job for in-house training and tutorials. Despite limited use of YouTube by the company, the literature indicated that YouTube is the world's third most visited website, with over one billion visitors monthly (Dehghani et al., 2016). The most frequent users of YouTube are the younger generation of users between 18 and 34 years old, who post two thirds of YouTube videos and watch YouTube videos more than they do Cable TV channels (Waters & Jones, 2011). Many of the study participants who indicated that they use YouTube fall within this demographic.

  Sub-themes 8, 9, and 10: Instagram, Google Plus, and SnapChat. Instagram, Google Plus, and SnapChat had very low occurrence among participants but were mentioned during the focus group discussion as tools used at the personal level by staff. Participants also felt that these tools will eventually be used by the company in the future. SnapChat was also mentioned in the focus group discussion, and in the interview with P1, in terms of its popularity among the younger demographic, but not a tool used or considered for use by the company. P15 indicated that while Instagram does not currently fit in with the company's positioning, it is targeted for use in the future when the company begins it community outreach as part of its corporate social responsibility agenda.

Theme 3.: Social Media Uses

The data indicate an increasing use of social media for various business functions. Four primary uses of social media, or sub-themes related to social media uses were identified. These include communication, marketing, collaboration, and staff recruitment.

Sub-theme 1: Communication. When asked for what purposes social media are used by the business, nine participants said that they use it for communication. P2 stated, "…for communicating with our staff and our customers." In echoing that statement, P1 said "…for our internal and external communications." P3 said, "…to communicate and collaborate internally." P4 stated that they use it "to communicate with, and work with customers." P11 agreed, stating, "For communication with other staff members, for class and group meetings and with clients that we collaborate with." P1 stated, "Facebook is for advertising, WhatsApp is for internal communication with staff, Slack is for internal business, and Skype is for virtual video communication with clients." P12 said, "WhatsApp is used to build the bond between staff members. People will share ideas, funny titbits or articles that they have read, and then have discussions around postings. It is also for quick communication and quick response without calling meetings." According to P5:

> They facilitate communication in terms of dissemination quickly to staff members. Easier to type short messages and people get buzzed. Then you receive quick responses to messages in real time. Responses occur in a group, so it is better than phone calls and emails. Slack is a more complex approach. A more powerful tool which meet more complex needs, which include collaboration.

Skype has proven to be reliable for voice calls with clients overseas, and reduces the cost burden.

In addition to interview responses, focus group participants responded as follows: P2 noted that communication is the primary reason for the use of the social media tools that the company has adopted, and according to P6, the tools adopted are, "WhatsApp for internal communication between staff, and Skype for communication with international clients." P7 stated, "Social media have changed the way people communicate both for business and personal reason, and using social media is improving communication in the company." According to P5, "Before social media, businesses had to rely on telephone calls for most of their communication but with the use of social media, communication is easier and faster." P8 concurred, stating, "The use of so many social media networking sites by the company means there is a tool for communicating at all levels and for all businesses purposes."

The company documents that were reviewed indicated a clear purpose for the adoption of certain social media platforms. In alignment with the interview and focus group results, the business plan states that to promote internal communications between staff and reduce cost, communication will be shifted from, primarily, telephone calls to WhatsApp. WhatsApp groups will be created for work teams, to facilitate faster communication between members of the various work groups. To improve external communication with clients, and reduce cost, communication with international clients will be shifted to Skype, which facilitates both voice calls and video conferencing. Researchers in the body of literature have emphasized the growing importance of social

media as a medium for communication and the disclosure and dissemination of corporate information (Roohani & Attaran, 2014).

        Sub-theme 3: Marketing/building awareness. In addition to communication, participants indicated that another important reason for social media adoption was marketing, which include components such as advertising, brand building and promotion. The initial adoption of social media by Company E was driven by the need to market the company, to increase public awareness, and build the brand profile as confirmed by P15, who stated, "We were trying to build brand awareness." P7 said, "Social media are important in the business because of their ability to promote the business and the activities of the business." According to P12, "Social media are perfect for promoting, and building awareness of a small business, as marketing costs are almost nil." Participant P13 agreed, stating, "Social media are allowing the company to interact directly with customers through social media marketing."

        In support of these findings, focus group participants argued that social media allow for targeted marketing which is powerful because they allow the company to focus on specific groups. According to participant P5, the real power of social media is that they facilitate low cost marketing. Additionally, they help small brands build awareness and facilitate customer engagement, which help the company deliver better customer service. Observations of social media activities corroborate the interview and focus group responses that the company's social media sites are for promoting the brand, for promoting products and other business activities. For example, information about the company's participation in a university research day and participation in local

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conferences were promoted on both Facebook and Twitter pages. The literature indicates that social media are increasingly used for marketing; when used as a marketing tool, social media have a greater positive effect on attitudes toward brands, and on purchase intentions of consumers than more traditional media (Colliander & Dahlen, 2011).

Sub-theme 3: Collaboration. The third theme associated with social media use is collaboration, or social collaboration which facilitates information sharing and interaction between groups or multiple persons. The primary social media tools used by the company for collaboration and file sharing between staff are Slack and Skype. Skype is used predominantly with customers, particularly with international clients which are not available for face to face meetings, and Slack is used for internal collaboration. Participants responded as follows, in relation to the use of social media for collaboration. According to P2, "Slack is a collaborative tool, but it is sometimes used in space of Skype, which is used for international clients, where telephone calls are expensive." P5 stated:

> We used Slack for internal purposes…Slack is similar to WhatsApp, it has an interactive messaging feature which allows you to transfer files across the portal and it is developed in a way that you can grab your different contacts and share and work, so it is not just about messaging, it provides a platform for group work and collaboration. It is a collaborative tool that is mostly used internally between the app team and support team.

Focus group participants also highlighted the use of social media tools for collaboration. Participants noted that Slack is used in business for projects and for

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communication around ideas for products. Social media tools are also useful for software developers who want to share codes, and other matters on which feedback is required. In support, Mount and Garcia Martinez (2014) stated that social media allow organizations to be aligned, from both an organizational and technological perspective, and is increasingly being used for open innovation across a number of industries to encourage and drive collaboration and innovation.

Sub-theme 4: Recruitment. The use of social media for recruitment, had a very low occurrence among participants. This theme was mentioned by one director and three staff participants. P15 stated, "Our LinkedIn page is used to profile the company to potential customers, and to post jobs. We have hired a few people through LinkedIn." Interview participant, P2 stated, "LinkedIn is used for hiring." This was echoed by P10, who said, "LinkedIn is very good as a recruitment tool." Participant P8 indicated that he was hired through a social media posting by the company: "We use social media for hiring as well. As a matter of fact, I applied for a job here after seeing a posting on one of the social media sites, LinkedIn."

While there was no mention of social media use for hiring in the focus group discussion, a review of the company's hiring plan, indicated that additional staff would be hired by posting job openings on the company's website and on LinkedIn. A review of the LinkedIn page confirmed two job postings during the period of this research. Bonsón and Bednárová (2013) argued that the use of social media platforms such as LinkedIn has become integral to the recruitment of new employees for some firms as they allow recruiting companies to reach both passive and active job seekers.

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Supporting Research Question 3: How do operators of small and medium enterprises in Jamaica believing social media is impacting their businesses?

Supporting Research Question 4: How do operators of small and medium enterprise in Jamaica believe social media will impact their businesses in the future? Supporting Research Questions 3 and 4 are associated with the fourth theme.

Theme 4: Social Media Impact – Present/Future

Interview and focus group participants reported social media experiences which are associated with primarily positive outcomes for the company. The sub-themes related to social media impact include increased public awareness of the business, improved communication, and increased collaboration. In addition, participants reported reduced marketing and promotional costs and improved customer relationships, which participants believe will continue to improve.

Sub-theme 1: Increased public awareness. The highest occurring theme relating to social media experiences and impact, was increased public awareness. Five interview participants and three members of the focus group mentioned increased public awareness. In response to the question regarding the company's experience using social media, P14 said, "From my perspective, we got a whole bunch of views and stuff but as I said before, I'm not sure that we can tie anything back to revenue generation. But maybe in the future, because the page is still there." P3 argued, "Social media allow the company to maintain an ongoing public presence which helps with public awareness." P4 agreed, "It has helped to develop a positive image of the company." P11 stated, "…because the brand is on several social media platforms, the public, and potential clients are aware of the

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company." P13 argued that the main benefit of social media is that they helped to increase public knowledge of the company and the services it offers.

The following feedback came from the focus group participants whose responses were aligned with the responses of interview participants. P2 stated, "Social media have improved the company's brand awareness." P5 indicated, "Three years ago, people would ask what is Company E. Now they say, you work at that Company E place' …. Social media has helped brand recognition." P8 stated:

> What Company E began using Facebook to do was to get the company's name out to the public, to enhance brand recognition. Relevant articles are posted on the social media pages to draw attention to the company. As the name is heard repeatedly in the public domain, when a company has a problem and needs a solution, a technological solution, the company is often recommended by those who have become familiar with the name Company E.

In corroboration, in the 2015/2016 annual report, the company noted that social media played an important role in improving the brand profile of the company. The deployment of social media tools translated into increased traffic and followers on the company's social media pages. Per Beauchamp (2013), social media impact the firm's brand image, customer interactions and customer relationship management.

Sub-theme 2: Reduced marketing & promotional costs. The second sub-theme associated with social media impact is reduced marketing and promotion costs. Five interview participants mentioned the effectiveness of social media in reducing costs. P1 described social media as "efficient, cost effective and reliable," and per P4, "social

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media reduce the use of paper, and facilitate the move to a paperless office." P13 said, "They have enough features to aid organizational efficiency, and so it is cost effective." P11 described, "It is a good experience for the business, as it allows the business to put itself out to the public with minimal effort and cost." P13 stated that social media "cut communication cost, speed us the communication process, and facilitate effective communication and real-time responses." P8 stated:

> One of the most significant benefits of social media use is the elimination of costs that the company previously had… As we develop and add social media tools, our marketing and other costs have been falling. Because social media are so versatile in terms of how much you can do, they reduce marketing, and communication costs, two of the biggest costs that a company normally deals with.

In relation to the impact of social media on the company's cost structure, focus group participants echoed the responses of interview respondents as follows. P2 described, "The social media experience is enriching and is free on Facebook and Twitter." P8 cited, "For reducing cost of calls, Skype and WhatsApp." S4 described that "social media cut costs, and make communication easier faster." P14 stated:

> Developing a social media presence was necessary to explore the new cost-effective options for marketing the company and its products. Social media involve little or no cost, when compared to traditional media, and provide an easy way for the company to build its customer base from the millions of people using social networking sites.

According to the literature, the cost reductions made possible by social media are forcing the movement of marketing and other content to open channels where there is less reliance on traditional media, forcing traditional media organizations to pursue growth and secure revenue replacement in new business models (Berman et al. 2007).

Sub-theme 3: Improved collaboration. Another recurring theme related to social media impact was improved communication and collaboration. The company's business plan emphasized the need to improve internal communication and collaboration with the use of two specific tools: WhatsApp and Slack. Participants highlighted specific social media tools that made communication more efficient and effective, while reducing cost. P10 noted, "Social media make it easier to communicate." P4 stated that the use of social media allows collaboration in real time, and according to P5:

> Because of social media, people do not have to be taken away from what they were doing to go to meetings. Social media improves efficiency and effectiveness, and it is the media that you share within the social media that makes it so powerful. We are able to put into this space, things that we are doing on our individual machines and share them, and collaborate around them, when in the past that would be more difficult to do.

Focus group participants agreed that social media improve both communication and collaboration experiences. Participants highlighted WhatsApp as the tool that has had the greatest impact on internal communication between staff, and Skype as the tool transforming the communication process with international clients. Participant P1 stated,

"The introduction of Slack has taken collaboration to a new level; it facilitates collaboration between staff, and between staff and clients."

Participants argued that the benefits of adoption will extend to the future, if the company continues to use the various social media tools effectively. It was evident from the discussion and interview responses that participants believed that the benefits, so far, derived from social media will continue and expand. Assuming the adopted tools continue to be employed, performance will be better measured, customer relationships will be enhanced, and collaboration will lead to greater innovation. Vorvoreanu et al. (2013) agreed, stating that social media present many opportunities for businesses for both one-on-one and mass communications with their customers, and companies which are early adopters have experienced improved efficiencies, improved business performance, and cost reductions (Kare-Silver, 2011).

Supporting Research Questions 5: How do small and medium enterprises in Jamaica believe social media adoption will impact their use of traditional media?

Theme 5: Social Media Effects on Traditional Media

Small businesses are not heavy users of traditional media (print, radio, and television), primarily because of the high cost associated with marketing and advertising. In their most recent marketing campaign, Company E used a combination of traditional media and social media. Outdoor advertising on digital billboards was used in combination with Facebook, Twitter, and LinkedIn to build public awareness of the company. Participants argued that given the speed of technology development and social

media adoption, traditional media will be hard-pressed to keep pace, and will suffer significant reductions in service demand from SME and large corporations.

Sub-theme 1: Reduced demand for service. The primary sub-theme associated with social media effect on traditional media is reduced demand, and the associated consequences. P14 characterized traditional media as "dead media." P15 argued that "social media will drive down the significance and value of traditional media (print, radio, television) services because of the low cost, the potential audience reach, and the many benefits of using social media." P1 stated, "Now that there is social media, there is reduced reliance on these traditional media forms. The arrival of social media reduces the charges associated with using traditional media services. P2 indicated that "they have impacted traditional media negatively as they offer a new way of communicating to the masses. Traditional media will experience, falling viewership and users, across the board." P10 cited, "They have significantly reduced people's use of these traditional media, especially among the younger generation who prefer to view media content whenever they wish." P7 stated:

> Social media have impacted the print media in a negative way. There is a fall-off
> in print demand because information is available to customers for free over social
> media. Hence, the print industry must look for alternative revenue streams
> throughs banners and flyers. Radio may be the least affected now, but they will
> also be impacted in the long run, with the increase in digital radio channels, and
> those which rely on subscription, free channels will replace them. There are

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platforms that allow persons to create their own radio stations online and this will

increase competition.

P12 said:

May not replace, but they reduce the desire to use these other traditional media.

The traditional media outlets still have their place and role, but my impression is

that social media is providing a newer, fresher, more interactive outlet for the

audience they want to reach outside; but I think print media will suffer the most.

P13 stated:

Print media is not as prominent as before, people are more inclined to use

Facebook for advertisements and special announcements. People are no longer

making themselves available for the 7.00pm news. They can stream it online.

Traditional media is moving to a point of redundancy.

P3 stated:

Traditional media will get less of the advertising pie, as fewer companies will use

them for advertising and promotions. Companies are more likely to go to the

social media platforms which have more options, cheaper advertisements, which

stay longer, and provide analytics.

According to P10, "Some printing houses have already lost business and have had

to downsize." P2 agreed, stating, "They will continue to lose audience, so they must

evolve…, find new ways to make traditional media exciting again, and useful." P6

agreed, citing that "falling demand will force them to make changes to the way they

operate. Maybe integrate social media into their programs. Reporters may report from

Facebook live…Cameraman may not be needed in a few years. Some jobs may become obsolete."

The question regarding social media impact on traditional media generated an engaging and informative discussion among participants in the focus group. According to P9, "Social media are eating into the market share of traditional media. It is easier to get news from social media than from the traditional media forms." P8 stated, "Demand for traditional media is falling because what they offer is limited, compared to social media. With social media, people have the option of watching media content at their own convenience." According to P5:

> What is inevitable is that falling demand will force traditional media to transition online. All the news outlets now distribute the information that they have online, to satisfy certain needs and to continue to hold on to some of their client base. They will be further affected as social media platforms such as YouTube develop.

P7 said:

> When you think about print, you think about it as shifting and shrinking, because of falling demand. And though newspaper sales are down, they all will continue to exist for a while, but the demand will continue to fall.

Research participants argued that there will be many consequences of lower demand for traditional media, including reduced income and profits. A review of the company's strategic marketing plan 2015-2017 indicated that the only traditional media to be used to bring awareness to the brand was billboards. The plan had a provision for

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the addition of a digital billboard in the capital. The billboard was still in place at the time

of this research. Deliberate viewing of the three local television channels, and listening to

the four main radio channels at various times of day over the 4-week research period

indicated no advertisements on television or on radio, confirming the shifting trend

reported by interviewees and focus group participants.

This new direction is confirmed in the literature by Wright et al. (2016), who

found that an increasing number of marketers have indicated they are shifting from

traditional advertising to more interactive advertising. Interactive advertising is

increasingly described as the key to success and traditional advertising a waste of money

(Wright et al., 2016). P15 concluded, "Social media will in the next few years eliminate

traditional media or at best significantly diminish their value proposition as technology

advances and the next generation of interactive social media arrive."

Summary

In this chapter, the results of the investigation of social media adoption by SMEs

is presented. Social media adoption was explored through an inquiry of the influences on

adoption, the social networks adopted, and the impact of the social tools, through the

experiences of SMEs owners and staff. The themes and sub-themes which emerged from

data coding and analysis were applied in addressing the main research question, and the

subsidiary questions. The themes were generated with the help of the qualitative tool

NVivo11.

The thematic analysis of data from interviews, focus group, observation of

research participants, and documents, provided insight into what influence social media

adoption by firms, and the potential approaches to social media adoption. The emerging themes reinforce the theory that it is the active use of social media that transitions these tools from being potentially good for business to bringing exponential results for SMEs. Hence, there is a need for SMEs "to become more attuned to how technology can meaningfully add value to the customer experience" (Durkin et al., 2013).

A discussion of the findings in relation to the relevant literature, the implications of these findings, and the recommendations and the conclusions of the study are presented in the following chapter. Consistent with the findings of Kane et al. (2014), Facebook was found to be the most popular social media platform for marketing and advertising, followed by Twitter. In corroboration with the work of Siamagka et al. (2015), another important finding is that LinkedIn is gaining significant popularity as social media interactions move beyond the business to customer model, and increasingly to business to business interactions. Skype and Slack are gaining prominence as social media, and are increasingly featured in collaboration. Instagram and Snapchat and are used heavily by individuals but have not caught on as tools of choice for businesses. YouTube and Google Plus are increasing being used by businesses.

CHAPTER 5. CONCLUSIONS

Introduction

In this final chapter, the conclusions of the investigation of social media adoption by SMEs are presented. The outcome of the examination of the character and impact of social media are presented, as firms adopt and deploy social networking for commercial advantage. The study was guided by the main research questions and five subsidiary questions, as follows:

Primary Research Question: How do small and medium enterprises in Jamaica use social media in their businesses?

Supporting Research Question 1: What are the factors that influence social media adoption by Jamaican SMEs?

Supporting Research Question 2: What social media tools are being adopted by Jamaican SMEs?

Supporting Research Question 3: How do small and medium enterprises in Jamaica believe social media is impacting their businesses?

Supporting Research Question 4: How do small and medium enterprises in Jamaica believe social media will impact their businesses in the future?

Supporting Research Questions 5: How do small and medium enterprises in Jamaica believe social media adoption will impact their use of traditional media?

In this concluding chapter, the research questions are evaluated and discussed in relation to the relevant literature. The fulfillment of the research purpose and the study's

contribution to the business problem are outlined, followed by recommendations for future research.

<div align="center">**Evaluation of Research Questions**</div>

Research questions are evaluated in relation to the various themes associated with the findings. Hahn (2008) argued that the discussion of research findings is best structured to indicate the conclusions drawn from the extensive examination and analysis of data. The subsidiary questions were evaluated against the relevant literature and the findings of this study in order to answer the primary research question.

Supporting Research Question 1: What are the factors that influence social media adoption by Jamaican SMEs?

This question was examined in relation to the technology acceptance model (Davis, 1989), which advanced that an information system's acceptability is determined by the perceived ease of use and the perceived usefulness of the technology. The two primary variables of the TAM emerged as having the greatest influences on social media adoption by SMEs. The technology acceptance model was developed to predict the extent to which new technology would be accepted and adopted by users and has become the dominant theory to predict technology acceptance (Davis, 1989; Venkatesh & Bala, 2008). From the analyzed data, it was determined that the perception of the usefulness of social media and the ease of use of social networking sites exerted the greatest influence on social media adoption by small and medium enterprises.

The third major influence on social media adoption is the huge market available through the extensive social media ecosystem. Study participants pointed to the growing

number of users on Facebook (1.86 billion), Twitter (319 million), and LinkedIn (106 million) as an important influencing factor for using these tools to build awareness. The large market of users available through social media aligns with the critical mass variable of the extended technology acceptance model (Venkatesh & Bala, 2008; Venkatesh & Davis, 2000). Critical mass refers to the point of an innovation's adoption in a social system where there are enough users to allow the rate of adoption to become self-sustaining, creating further growth (Sledgianowski & Kulviwat, 2009). It is this self-sustaining nature of social media that drives adoption.

The remaining variables of the extended model, perceived playfulness, and perceived trustworthiness exerted minimal overt influence on social media adoption by SMEs. However, a recurring theme, and a potentially new variable: keeping up with technology, emerged from the data. This theme implies that SMEs opt for the use of social media tools, simply to keep up with new technology.

This theme aligns with the work of Durkin et al. (2013), who found that small companies have some level of anxiety, regarding not adopting "what is perceived to be a new essential tool for business growth." For many companies, social media adoption behavior is not driven by "a purposeful or thoughtful agenda through which value could be added to the customer experience," but more by the need to keep up with new technology. Companies viewed social media adoption as an operational activity rather than as a tool for strategic activity, failing to focus attention on important social media metrics such as fan and likes which can be important indicators (Haustein et al., 2015).

Supporting Research Question 2: What are the social media tools that are being adopted by Jamaican SMEs?

The research results indicate that Facebook is the most popular social network, followed by WhatsApp, LinkedIn, Skype, Slack, and Twitter. Companies adopt Facebook for the specific purpose of marketing and building brand awareness because the platform facilitates going beyond the one-to-one communication, to conversations of many-to-many (Hanna et al., 2011). Perrigot et al. (2012) confirmed that Facebook featured as the network of choice in the introductory stages of social media adoption. In support, Hopkins (2012) found that Facebook provides value, solves problems, delivers a valuable ecosystem for SMEs that does not require additional resources from the business.

WhatsApp was adopted primarily for internal communication between staff, as a substitute to telephone calls. The added value of WhatsApp is that it facilitates the creation of groups for various work teams, providing a medium for quick and easy communication (Ibrahim et al., 2014). LinkedIn is used for marketing and hiring of new staff. This social media tool allows the company to provide up-to-date information, and access to both passive and active job seekers (Bonson & Bednárová, 2013). Skype is used for communicating with clients using voice calls and video conferencing. Slack, which had a high occurrence among research participants, but not yet listed among classical social networks in the literature, is used for collaboration between work groups.

Twitter, though growing in use by SMEs (Ben-Ari, 2009), remains among the least used of the social media tools adopted by the case company. Twitter was also the

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least popular tools for SMEs in a Balcostics (2013) research, where 74% of SMEs were found to use Facebook, 45% use LinkedIn, 33% use Twitter, 21% use Google Plus, and 7% use Foursquare. Ainin et al. (2015) reported that the use of Internet technology and social media have become commonplace for most small businesses. Businesses use a combination of social networking tools to meet specific objectives. Among the social networking tools that Ainin et al. (2015) identified are Facebook, Twitter, LinkedIn, Google+ Instagram, WhatsApp, Slack, and Skype.

They way that social media tools adopted are deployed was examined. Four primary uses were identified. These include marketing or building awareness, communication, collaboration, and recruitment. As reported in the literature, businesses use social media for all the functions identified. Karimi and Naghibi (2015) found that social media is used for advertising and marketing, selling at a lower cost, and to increase customer loyalty, driven by the increasing number of customers who are using social networking sites. Additionally, Mount and Garcia Martinez (2014) found that social media is adopted for collaboration. Schaupp & Bélanger, (2014) identified open innovation as an important use of social media, and Pan et al. (2014) found marketing and advertising to be the primary purpose for which social media tools are used.

Supporting Research Question 3: How do small and medium enterprises in Jamaica believe social media is impacting their businesses?

Whether the adoption of social media is a deliberate strategy, in terms of some specific goal that the company sets out to achieve, or whether the company is using social media just to keep up with technology, social media adoption realizes various

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experiences for firms. The impact on SMEs is dependent on the nature of the business, and how social media tools are deployed. The connections between friends on social media, as well as the interactions between the business and its customers, are visible to the friends of customers on social networking sites. "This has the effect of drawing the friends into the conversation and extending positive, or negative, results of the interaction out to those friends. This means that any value produced, or destroyed, through social media is amplified." (Bonsón & Bednárová, 2013).

Improved public awareness is one of the most positive outcomes of social media engagement for Company E, led primarily by the use of Facebook, LinkedIn, and Twitter. The engagement of low-cost social media marketing tools allows the 'company's voice' to come forward as it taps into the social media ecosystem. Social media enables improved communication and collaborations, internally and externally. The use of WhatsApp and Skype have made communication between staff, and between staff and clients, more efficient and effective. Slack has taken internal collaborations between work teams to new levels, facilitating file sharing, and driving innovation within and between groups. Social media networking has collectively increased public awareness, reduced marketing and operational costs, improved internal and external communication, facilitated collaboration, facilitated improved hiring practices, and led to improvements in customer relations.

Schaupp and Bélanger (2014) found that small businesses gain substantial value from social media but there are also challenges. Companies benefit from implementing social media for marketing, advertising, employee recruitment, and overall

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communications with employees, clients, and partners. Many small businesses, however, lack the skills necessary to take full advantage of the benefits offered by social media. This view aligns with the observation that the case company does not possess the requisite skills to maintain its social media pages. Hence social networking activities are often outsourced, or do not happen. Durkin et al. (2013) found that some companies display a level of disconnection and confusion with how to engage in social media; for some, the drive to adopt social media was focused on internal customer needs instead of external customers. Despite the challenges that SMEs encounter, businesses adopt social media as a means of improving communication, improving customer relationships, and taking advantage of the cost-effective methods of building brand awareness.

Supporting Research Question 4: How do small and medium enterprise in Jamaica believe social media will impact their businesses in the future?

The overwhelming view of study participants was that the positive outcomes that the company has experienced from the adoption of social media will continue. These outcomes will improve in the long run as the company makes better use of social media tools and commits the necessary manpower to manage and effectively engage with existing and potential customers. Additionally, as new social media tools become available and adopted, SMEs will have greater opportunities to benefit from social networking. Thurston (2008) argued that the next wave of social media innovations will be characterized by small groups of people creating and consuming small chunks of content and information, as well as the integration of all social media profile into one big profile. This integration, per Chaudhuri, Mishra, and Sharma (2016), will be driven by

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the desire of business leaders for a convergent view of conventional databases, and greater insights from fast-profiling social media networks.

Further, Humphreys (2013) argued that as the global availability of mobile Internet improves, more people will access the Internet using mobile devices instead of laptop or desktop computers. This paradigm shift will fundamentally change what the Internet is about and what it can do (Frith, 2012). As mobile social media facilitates faster distribution, broadens the potential for media content, and accelerate the exchange in virtual communities, there will be an expansion in the opportunities for small and medium enterprises (Humphreys, 2013).

Supporting Research Questions 5: How do small and medium enterprises in Jamaica believe social media adoption will impact their use of traditional media?

The results indicate that the adoption of social media by SMEs will lead to a fall in demand for the services of traditional media organizations—print, television, and radio—thereby effectively disrupting the business of traditional media, as businesses develop their own ads for posting on various social media sites. This disruptive innovation, social media, will divert business from traditional media as SMEs take advantage of the lower-cost options to promote their products and grow their brands. Hajli (2014) argued that as trust and perceived usefulness of social media sites grow, so will the advertising levels by SMEs seeking to grow their businesses.

The unavoidable effects of social media adoption on traditional media were confirmed by Jobs and Gilfoyle (2014) in their investigation of the relationship between the adoption of social media and the resulting changes in the budgetary allocations to

offline media such as radio and television. Per Jobs and Gilfoyle (2014), the adoption of social media by businesses and the use of social media for marketing and advertising are steadily gaining ground, resulting in a reallocation of advertising budgets from television advertising to social media. Zenter (2011) found that increases in Internet penetration and social media use have a correlation with decreasing advertising budget allocations to television and print but not radio. This finding by Zenter (2011) suggests that radio listening and the Internet are not substitutes, and confirms an important finding of this research.

The reallocation of advertising budgets is influenced by the falling demand for newspaper, radio and television services. The diversion of advertising to social media will lead to reduced income and profits. Falling service demand means traditional media must respond quickly and strategically, integrating new technology, and finding new ways to do business; developing new business models and identifying new revenue streams.

Primary Research Question: How do small and medium enterprises use social media in their businesses?

Social media adoption by SMEs is influenced by four primary factors: the usefulness of social tools, the ease of use of social networking site, the mass audience that social media delivers, and the need to keep up with technology. SMEs adopt social media tools for multiple business functions, including building the public awareness of the company through marketing, improving communication internally and externally, improving collaboration between work teams, and recruiting new staff.

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To achieve these objectives, the tools of choice are Facebook, LinkedIn, and Twitter for marketing, brand building and customer relationship management; Skype and WhatsApp for external and internal communications; Slack for collaboration between work teams; and LinkedIn for hiring. The adoption of these tools has succeeded in raising public awareness, reducing marketing and promotional costs, facilitating efficiency and effectiveness in internal and external communications, while significantly reducing communication and other operational costs. Additionally, social networking facilitates collaboration and leads to improved customer relations. Collectively, the engagement of these tools has brought positive results for SMEs. In the words of one participant, social media's impact on the business has been "phenomenal."

Rapp et al. (2013) found that social media is redefining how communication takes place across the distribution and consumer channels of SMEs. Social media usage is moving beyond the standard business-to-customer interactions, to business-to-business relationships. While businesses find it difficult to quantify the return from social media adoption, they are experiencing the effects of its considerable impact on the diffusion of innovation. Rapp et al. (2013) argued that social media has a contagion effect in distribution channels and important levels of the supply chain, impacting the entire business ecosystem of small and medium enterprises.

Fulfillment of Research Purpose

The purpose of this study was to examine and develop an understanding of the social media uses and experiences of small and medium enterprises, and how social media adoption impact businesses, and the traditional media sector. This purpose was

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fulfilled by the detailed examination of all relevant variables associated with understanding the social media uses and experiences of SMEs. As detailed in Chapter 4, the main influences on social media adoption and the purposes for which social media are used by SMEs were identified.

The primary social media tools were identified, supported by an outline of how the adopted tools are employed by organizations. These were followed by an assessment of the future uses of social media and the impact of social media engagement on the business of adopting organizations and on the business of traditional media organizations.

Contribution to Business Problem

The disruptive effects of social media are relatively new for business, and not enough is known about the effects of this phenomenon on small and medium enterprises. Durkin et al. (2013) suggested more needs to be understood about the social media adoption behaviors and experiences of small and medium enterprises, and their impact. The factors influencing SM adoption, and SME leaders' perception of the benefits and challenges associated with social media adoption need to be understood (Durkin et al., 2013).

Through the findings of this intensive investigation of social media uses and impact in the context of a Jamaican SME, this research contributes to solving the business problem. The investigation provides insights regarding the influences on social media adoption, the social media tools adopted, how the adopted tools are used, the impact of their use on adopting organization and on traditional media forms. Utilizing

this information, other organizations can determine how to develop their social media portfolio and deploy their social networking strategy.

These findings also support replicating the positives of social media adoption, and building on the shortcomings identified. The case organization can benefit from the information presented by deliberately and strategically extending the advantages already achieved with social media, and building on the areas of weakness and underutilization. Finally, the findings of this study reinforce for traditional media organizations, the need for long-range strategic actions to cushion the potential effects of social media adoption and to ensure sustainability.

Recommendations for Future Research

Social media is a relatively new phenomenon, which presents may possibilities for small businesses to use new technology-driven tools and develop closer relationships with customers (Durkin et al., 2013). Not enough is known, however, about the social media adoption behaviors and experiences of businesses in various sectors. This study has added to the literature as it relates to social media adoption by SMEs in the context of a developing economy. Given the limitations of this study, the following are recommendations for future study:

First, a quantitative methodology could be applied to the study of social media uses and experiences of SMEs. Such a study would include several SMEs from across different industry sectors. This would broaden the scope of the study and provide some level of external validity for generalization of the findings.

Second, this research could be extended to other country contexts to determine whether there are any cultural differences in the uses and experiences of social media networks. Such a study could reveal the choices, uses, and impact of social media, depending on the particular cultural context. Finally, the uses and experiences of specific social media networks, by SMEs could be explored. These could include focused studies on Facebook, Twitter, LinkedIn, YouTube, or WhatsApp use by SMEs, or in selected business sectors such as tourism or entertainment.

Conclusions

The findings of this study lead to the conclusion that SMEs are aware of the potential benefits of social media. Consequently, in full alignment with the technology acceptance model (TAM) and the extended technology acceptance model (TAM2), SMEs have adopted social media given their perceived usefulness, perceived ease of use and mass audience. Firms are employing social media tools for multiple business functions and are experiencing the benefits of social networking. Many small firms, however, have not fully grasped the power of social media to significantly enhance and grow their brands, given the reach and the innovation diffusion capabilities of the technology.

Data analysis revealed that while SMEs stand to gain substantially from social media adoption they are not, necessarily, reaping the full benefits. First, they lack the skill and manpower required to take full advantage of the benefits. Second, SMEs have a, somewhat, casual approach to social networking, establishing a presence to keep up with technology without fully utilizing the selected tools to grow their customer base, interact with customers, build brand awareness, and grow their businesses. The following trends

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were also revealed by analysis of the data: (a) continued growth in the number of social networking sites and the number of social media users available to business and consumers; (b) greater interactivity on social media networks; (c) increased options for customer service; (d) improvement in social media analytics; and (e) new tools such as Slack emerging as drivers of collaboration and innovation. These developing trends and the combined positive effects of social media adoption on brand profile and business growth could adversely affect the business of traditional mass media, including print, radio, and television. Hence, traditional media organizations must become agile innovators focused on new technology integration, and the development of dynamic capabilities. This forward-thinking approach will facilitate the identification of new revenue streams and new business models to respond to the disruptive challenges presented by social media networks.

Given the potential positive effects of social networking, SME leaders must value social media innovation, rethink social media adoption, and develop and deploy their social media strategy. Business owners and leaders should pursue social media literacy, and become part of the social media ecosystem, actively engaging their community of staff, suppliers, and customers in social networks. The social media revolution underscores the need for SMEs to move beyond a passive approach to social networking, to fully embrace the opportunities for expanding and growing by adopting a broad, and all-encompassing, "community orientation" (Durkin et al., 2013). This approach, applied correctly, will result in SMEs developing a thoughtful, purposeful, and strategically sound social media agenda, incorporating staff at all levels and adding value to the

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customer experience through collaboration. This collaborative approach should assist

SMEs in their development of dynamic capabilities (Teece, Pisano, & Shuen, 1997), in

improving performance and achieving a competitive edge in the increasingly hyper-

competitive business environment.

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APPENDIX A. STATEMENT OF ORIGINAL WORK

Statement of Original Work and Signature

I have read, understood, and abided by Capella University's Academic Honesty Policy and Research Misconduct Policy, including the Policy Statements, Rationale, and Definitions.

I attest that this dissertation or capstone project is my own work. Where I have used the ideas or words of others, I have paraphrased, summarized, or used direct quotes following the guidelines set forth in the *APA Publication Manual*.

Elaine Williams-Morgan, August 20, 2016

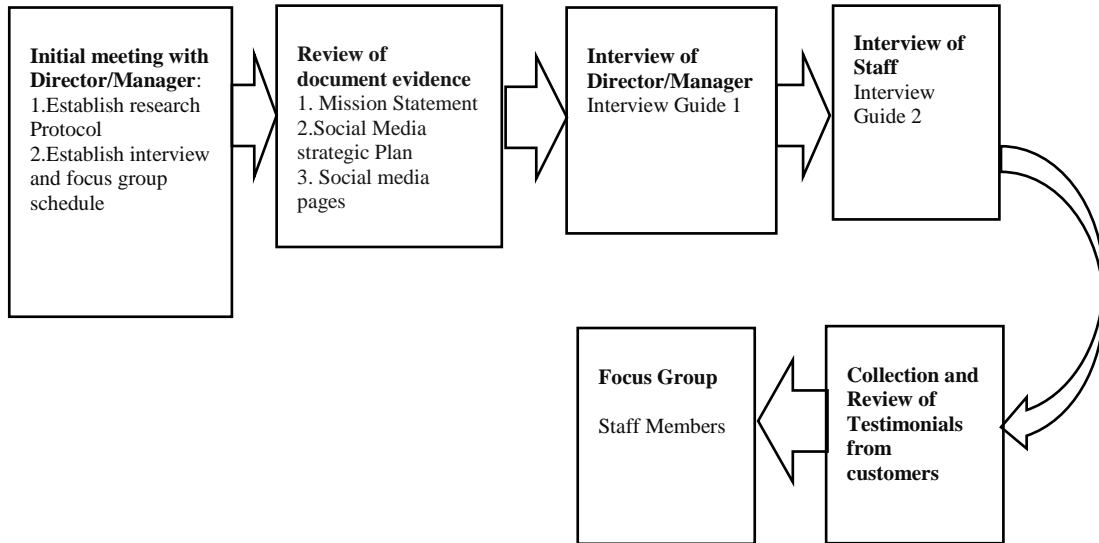Learner name and date: _____

Daniel T. Mays, PsyD, Capella University

Mentor name and school:

_____

APPENDIX B. DATA COLLECTION PROCESS

Data Collection Process

Data collection process for the investigation of social media adoption by SMEs.

| Initial meeting with Director/Manager: 1.Establish research Protocol 2.Establish interview and focus group schedule | → | Review of document evidence 1. Mission Statement 2.Social Media strategic Plan 3. Social media pages | → | Interview of Director/Manager Interview Guide 1 | → | Interview of Staff Interview Guide 2 |

| Focus Group Staff Members | ← | Collection and Review of Testimonials from customers |

APPENDIX C. INTERVIEW FLOWCHART

Interview Flow Chart

Interview Flow Chart for directors and staff of Company E. An investigation of social media adoption by SMEs in Jamaica.
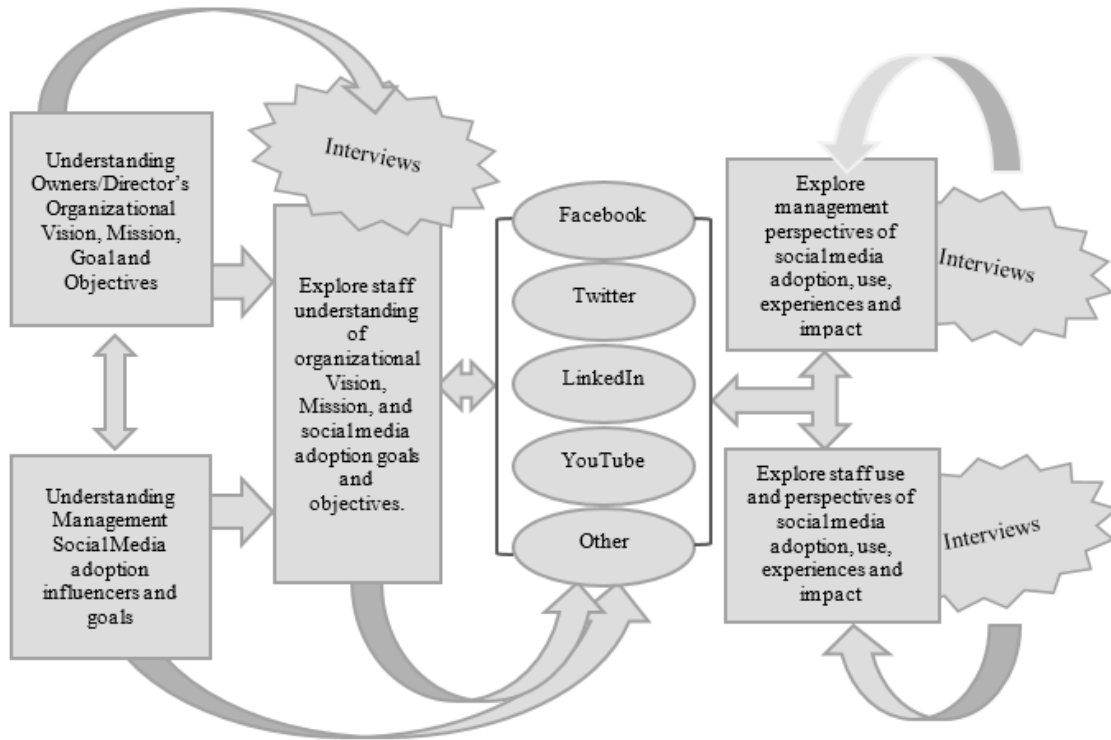
Interview Guide 1: Director/Manager

Interview Guide 1: Designed by E. Williams-Morgan, 2016

Purpose of the Study

The purpose of this study is to examine the social media adoption experiences of small and medium enterprises in Jamaica. This research explores the factors influencing social media adoption, and assesses the relevance of the Technology Acceptance Model (Davis, 1989) to social media adoption in a SME context. Specifically, the study will show the influence of perceived ease of use and perceived usefulness (Davis, 1989), perceived critical mass (PCM), perceived trust-worthiness (PTW), and perceived playfulllness (PP), (Venkatesh and Bala, 2008), in the adoption of social media technology. This study explores the social media tools adopted, the experiences of the small business operators and the effects of social media adoption on functional areas of the business, and on the business of traditional media organizations.

The Rationale of the Study

The study will provide information on the social media experiences of small and medium enterprises, and on perceived ease of use, perceived usefulness and other variables on social media adoption. Whereas there is an increasing body of literature on social media adoption in the developed world, there is limited research on social media use in developing economies such as those in the Caribbean. This study is justified by the recommendations of Jobs and Gilfoil (2014) that the social media adoption phenomenon needs to be further studied before practical guidelines for its use can be developed.

Table D1. *Interview Questions - Director Participants*

Research Code	Question
DD-Demographic Data	1. Why was this company formed?
MV-Vision/Mission	2. What is the vision, and what is the mission of this company?
SMS-Social Media Strategy	3. What is your marketing strategy? How do social media fit into you marketing strategy?
	4. What is your social media strategy?
SMA-Social Media Adoption	5. What social media tools has the company adopted?
TA- Technology Acceptance:	6. What factors influenced the decision to adopt social media tools?
PU-Perceived Usefulness	7. What factors influenced the choice of social networking sites?
PEOU- Perceived Ease of Use	8. What factors had the greatest influence?
PCM-Perceived Critical Mass	9. What factors have the greatest influence on the decision to continue using social media networks?
PTW-Perceived Trustworthiness PP-Perceived Playfullness	10.What social media networks do you actively use for company business?
SMN- Social Media Networks	11. For what purpose do you use these social media networking sites?
SMUE-SM Usage Experience	12. Describe your social media usage experience?
SMI- Social Media Impact	13. What impact, if any, do social media have on this business?
FSMU-Future SM Use	14. How do you plan to use social media in this company in the future?
SMET	15. How has social media impacted the company's use of traditional media?
	16. How do you think social media will impact the business of traditional media organizations?
	17. What do foresee for the future of social media
	18. What do you foresee for the future of traditional media.

Thank you for the opportunity to conduct this research.

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Interview Guide 2: Staff

Interview Guide 2: Designed by E. Williams-Morgan, 2016

Purpose of the Study

The purpose of this study is to understand the social media adoption experiences of small and medium enterprises (SMEs) in Jamaica which use social media networks for various business functions. The study will show the influence of perceived ease of use and perceived usefulness (Davis, 1989), perceived critical mass (PCM), perceived trustworthiness (PTW), and perceived playfulness (PP) Venkatesh and Bala (2008) in the adoption of social media technology. The study will explore the social media tools adopted and the effects on various functional areas of the business.

The Rationale of the Study

The study will provide information on the social media experiences of small and medium enterprises in Jamaica, and insight on the influence of perceived ease of use and perceived usefulness, and other variables on social media adoption. Whereas there is growing research, and an increasing body of literature on social media adoption in the developed world, there is limited research on social media use in developing economies such as those in the Caribbean. This study is justified by the recommendations of Jobs and Gilfoil (2014) that the social media adoption phenomenon needs to be further studied before practical guidelines can be generated regarding a partial reallocation of investment funds away from traditional, more expensive media, towards more cost effective social media platforms.

Table E1. *Interview Question - Staff Participants*

Research Code	Question
DD-Demographic Data	1. Why were you employed at this company?
MV-Vision/Mission	2. What is your understanding of the vision and mission of this company?
SMS-Social Media Strategy	3. How do you think social media fit into the company's business plan?
	4. What is your understanding of the social media strategy?
SMA-Social Media Adoption	5. What social media tools has the company adopted?
TA- Technology Acceptance:	6. What factors influenced the decision to adopt social media tools?
PU-Perceived Usefulness	7. What factors influenced the choice of social networking sites?
PEOU- Perceived Ease of Use	8. What factors had the greatest influence?
PCM-Perceived Critical Mass	9. What factors have the greatest influence on the decision to continue using social media networks?
PTW-Perceived Trustworthiness PP-Perceived Playfullness	10.What social media networks do you actively use for company business?
SMN- Social Media Networks	11. For what purpose do you use these social media networking sites?
SMUE-SM Usage Experience	12. Describe your social media usage experience?
SMI- Social Media Impact	13. What impact, if any, do social media have on this business?
FSMU-Future SM Use	14. How do you expect social media will be used by this company in the future?
SMET	15. How has social media impacted the company's use of traditional media?
	16. How do you think social media will impact the business of traditional media organizations?
	17. What do foresee for the future of social media
	18. What do you foresee for the future of traditional media.

Thank you for the opportunity to conduct this research.

APPENDIX F. FOCUS GROUP GUIDE

Focus Group Guide: Designed by E. Williams-Morgan 2016

Ladies and gentlemen, today we will have a group discussion about social media uses and experiences in your organization.

1. Tell us what you know about why this company was formed?
2. Tell us what you know about how this was company formed?
3. What is your understanding of the vision and mission of this organization?
4. What is the company's media strategy?
5. What is the company's social media strategy?
6. What are the social media networks that are being used by the company?
7. How are these social networking sites being used?
8. What are some of the experiences you have had with the use of the social networking sites?
9. What is the impact of social media use on the company?
10. Why do you think the company should continue using social media tools?
11. How do you think traditional media are impacted by the use of social media by SMEs such as this?
12. How do you expect social media will be used by this company in the future?
13. What other social media networks do you think this company could/should use?
14. What is your view of the future of social media and social networking for various organizational functions?
15. What is your view of the future of traditional media use to achieve organizational marketing and promotional activities?