Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

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Abstract

This project was created to examine Facebook, Twitter, and Constant Contact as a communication and marketing tool in a small camp business. Upon revealing how the three tools contribute to the businesses marketing and communication efforts, a social media strategy plan will be created based on the results. As social media and email marketing are said to have many effects on a company, primarily positive and beneficial, this research takes an unbiased approach to how it contributes to the business’ marketing and communication efforts.

The Human Centered Design and Social Presence Theory will be used to help illustrate how my proposed social media strategy can be implemented to create an optimal user experience. Qualitative methods will also be utilized in the research and review of the business’ online marketing and communication activity. The overall goal of the project is to review how Facebook, Twitter, and Constant Contact contribute to a business, how the business utilizes the platforms it is provided, and finally how these platforms can/should be used by creating a proposed social media strategy.
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**Introduction**

Social media has slowly but surely developed into a large entity with its sole purpose not only used as a form of social entertainment but for businesses. Social media strategies are now being implemented in many businesses in an effort to keep current clientele and reach new customers. Social Media refers to activities, practices, and behaviors among communities of people, who gather online to share information, knowledge, and opinions using conversational media. Conversational media covers the web-based applications that make it possible to create and easily transmit content in the form of words, pictures, videos, and audios (Rantapalkonen Ahlberg, 2010).

According to Pew Research as of May 2013, 72 percent of online adults were using social networking sites (huffingtonpost.com). “Today 62% of adults worldwide use some form of social media via computers, smartphones, tablets, game consoles, Internet-enabled TVs, handheld music players and e-readers” (Folger, 2014). Furthermore, one billion people actively use Facebook every month, 500,000 people use Twitter every month, Google’s +1 button is used 2+ billion times each day, 5 million photos are uploaded to Instagram every hour, 3,600 hours of video are uploaded to YouTube every hour (Folger, 2014). Social media has become such an important marketing channel for all businesses. With a simple tweet, post, or snapshot, a business can reach an enormous audience of past, present, and potential consumers.

Social media marketing is a genius strategy, deriving from the simple use of social media that allows individuals to connect with one another for social and entertainment purposes. Currently, it is a main source of marketing for business’ small, medium, and large. In fact it is almost impossible for a business to not have at least one
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Social media account. Social media is the modern day version of word of mouth and while traditional word of mouth is still practiced, social media spreads news at a remarkable pace. Stokes (2011) states that “marketing is about conversations and the Internet is a hub of conversations”.

Camp Shane

Camp Shane was founded in 1968 by the parents of the current director/owner David Ettenberg. What began 46 years ago as a small overnight weight loss facility for children in Ferndale, NY, Camp Shane has seen tremendous growth with the addition of four camps and two adult diet resorts. The facilities are known as Camp Shane New York (CSNY), Texas (CSTX), Arizona (CSAZ), California (CSCA), and Georgia (CSGA). The adult diet program is known as Shane Diet Resort Texas and New York. During the months of June until August the five camps and the New York adult resort are in session. And the Texas location for adults facilitates its program all year.

Camp Shane prides itself behind this brief description written by Mr.Ettenberg, “Weight loss camps should be about fun, friends, exciting activities, and trying something new. With proven weight loss results our goal is to create a lifelong healthier camper both inside and out. We inspire our campers by teaching cooking and nutrition classes, portion control and how to lead an active life style. Founded in 1968 Camp Shane is the longest running, residential co-ed weight loss camp in the country featured on MTV, The Discovery Channel, and Dr. Phil helping kids all over the world fight obesity and gain self esteem. Our one of a kind staff includes an MD, RD, and licensed Therapist. Camp Shane is affordable and life changing!” (Mr.Ettenberg, 2014).
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With that being said, there are many processes and procedures to successfully run a camp and keep success at its peak. Over the years the growth has fluctuated with the economy. In 2007 the CSNY had over 500 campers attend but in 2014 the camp had only 250 campers, half the number. The brains behind the operation are based in the winter office supported by a small staff. With a very modest sized staff of five employees (two staff, one director, the owner of the camp, and the founder of the diet resorts) all operations are ran in the home of the owners. Alongside the staff, I work as the administrative associate, handling multiple office/clerical tasks involving camp business. My research began in September but as an employee I have always observed the operations of the business. I am going to focus on CSNY, as it is the longest operated, the largest, and has the most analytics to review, which can be seen in appendix. The CSNY is also the headquarters and “model” for all of the camp locations.

Over the years, Camp Shane has seen a fluctuation in numbers, with times of growth and decline in clientele, constant communication and marketing are essential in building and maintaining relationships. “Marketing from a small to medium enterprises point of view is a way to inform the customer about the firm, its products, and services; and to create and maintain customer relationships” (Cox, 2012. Reijonen, 2010).

Small Business Background

What defines a small business? The U.S. small business administration (SBE) defines it as, one that is independently owned and operated, is organized for profit, and is not dominant in its field. The revenue, number of employees, and category ranking are based on the businesses industry, products, and services offered. Nathan’s Famous hot
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dog franchise operates many restaurants, with 210 employees. This may not seem “small” because the business is a large franchise and employs a solid number of staff, but based on accredited sites such as the SBE it is. Small businesses must not have more than 500 employees or seven million dollars in annual receipts. By definition small businesses are a large portion of the United States business landscape. Controlled by the 500-employee definition, over 99 percent of all businesses in the United States are small businesses; these businesses employ more than half of the individuals in the United States (usnews.com). The definition of small businesses varies from source to source, as it is based on numerical data.

Entrepreneur.com labels small businesses as firms with less than 100 employees, a much more realistic and common number than 500. With a much smaller employee count small businesses still represent more than: (SBE 2005)

- 99.7 % of all employers
- Approximately 130 million U.S. workers
- Provide 60% to 80% of the net of new jobs annually
- Contribute largely to retail, wholesale, and manufacturing sales

Statistics from 2005 to the most recent in 2011 and 2012 still hold true.

- The United States economy increased at a faster pace in 2012 than in 2011 by 2.5 percent compared to 1.8 percent
- Employment in the United States improved, decreasing the national unemployment rate from 7.9 percent in 2012 to 6.7 percent in 2013

Small businesses have and continue to make a large impact on the economy and they are just as important as large businesses. With 99 percent of the country employed under a
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small business it is not a daunting task to center a small businesses marketing and communication efforts around social media. How are millions of people reached to find jobs? Social media. The figure below is a model displaying the numerical data that represents small businesses.

![Small business model numbers courtesy of SBE (2005).](image)

**Methodology Section**

The purpose of this research project is to examine social media marketing and its use in a small business. The results can be positive, negative, beneficial, long term, short term, or inconclusive. In an effort to retrieve the most authentic and accurate results a variety of methodologies were used to gather all of the data. The extensive literature review performed helped solidify my choice of theory: qualitative. Although I will be including statistics from previous to current years and numbers are associated with quantitative research methods, I did not create a hypothesis nor test one. A main focus of this study is to determine the role social media plays in the business realm, therefore bias
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or expected opinions and outcomes are not necessary. Statistical information is included in the document to help pull the information together, providing a visual approach to the project.

**Case Study**

The case study approach was applied to begin examining Camp Shane. Case studies examine complex and special subjects in detail (Ahlberg pg. 28). Case studies answer the “how” and “why” questions and are especially useful when researching a minimal number of people or a small company, because fine details, information, and patterns are easily revealed. To accompany the case study, an email interview was conducted, I practiced a great deal of content analysis, and a questionnaire was created and distributed to campers and families. The questionnaire was created by the owner so he could receive feedback of the camp’s program, but I found that it was useful for my research. Case studies can accommodate a variety of data, so although my study focuses on qualitative theory, quantitative methods are used, therefore it carries characteristics of mixed methodology.

Camp Shane has a small home base office but overall it is quite large due to the multiple camp and resort locations it runs, and this is why I used a variety of resources to support my findings.

**Email interview**

The email interview was released to Mr. Ettenberg and he was given a week and a half to complete it. Once the interview was complete the opportunity to have an open discussion between the two of us was available. Face to face interviews were originally going to be held but due to Mr. Ettenberg’s busy work schedule, an email exchange was
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more convenient. Fortunately as a member of the office staff, I was able to observe the tactics implemented and monitor how they were put into place, so after review of the interview questions I was able to draw my own conclusions. Documented evidence is great for analysis; I was able compare and contrast the responses from Mr. Ettenberg to my own thoughts based on the content analysis conducted. Documented evidence is also a great tool because it allowed me to understand the logic behind the interviewee and how he believes social media contributes to the business. And in turn this helped in developing the social media strategy for the company.

**Questionnaire**

A camp evaluation questionnaire was created to provide feedback for each location. The questionnaire was distributed by email through the tool Constant Contact to all camp families in the beginning of September and then at the end of the month. The results were poor and showed a low open rate that encouraged the owner to create an additional marketing plan.

Mr. Ettenberg assigned five summer employees to call the families that had not taken the survey. Each employee was assigned a location and was given descriptive instructions on how to begin the phone call. This tactic ensured that all families provided feedback whether it was positive or negative. As the Camp Shane callers made contact with each family they would go over the survey and fill in the answers based on the response from the parent and camper.

In this instance social media as a communication tool seems to have a very small benefit. According to Mr. Ettenberg previous statistics show that people are prone to complete surveys, questionnaires, or provide feedback when they are unhappy. Most
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Individuals that love their experience will not document it unless it was exceptional or out of the ordinary. The owner receives a number of feedback correspondences from customers every year in the form of email, letters and reviews. However, the number of negative feedback received is ten times more than positive feedback. Therefore creating a questionnaire helps get all opinions, but it is not as effective as it’s intended to be. A total of 250 campers attended the New York location but out of the 250 campers, only 30 questionnaires were completed. The questionnaire was not very successful when conducted through social media.

Constant Contact is a great tool for communicating but only in terms of specific things, ie newsletters, updates, and general information. The questionnaire is very important to the owner, he wants to receive feedback from the families therefore he makes sure that both the camper and the family provide it, but with this approach it creates a much longer and prolonged process. Due to the lack of opened emails, Mr. Ettenberg had to figure out another approach to encourage the families to take answer the questionnaire, which ultimately cost him more time and money.

**Content Analysis**

Content analysis was the primary research method and involved a strong assessment of the Facebook activity and the Constant Contact analytics. The analysis began by signing into Facebook daily, to view any pending friend request, messages, and posts on the camp’s profile. With a daily ritual to check the page, I was able to review any trends, lack of activity on the company’s part or the followers, and get a sense of the value of social media had for the company. Berg (2007, p. 303) defines content analysis as “a careful, detailed, systematic examination and interpretation of a particular body of
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material in an effort to identify patterns, themes, biases, and meanings.” Content analysis is a scientific tool that provides new insights and increases a researcher’s understanding of the phenomenon under study” (Krippendorff, 2004) (Cox 2012). There can be qualitative and quantitative content analyses, but this study stayed in line with the qualitative theory, “Qualitative content analysis pays attention to unique themes that illustrate the range of the meanings of the phenomenon rather than the statistical significance of the occurrence of particular texts or concepts.” (Zhang 2009).

The ultimate goal of this research paper is to review how social media contributes to the company’s business plan and based on the findings a social media strategy will be created. Facebook statistics and analytics were available for review and this was very important. The review of past and present activity helped answer the why and how questions one may have, such as “why was activity of Facebook higher in 2013 than 2014?” or “How often did the Camp communicate with the families through e-blast in 2014?”

Interview

The interview was intended to be face to face but due to the active schedule of the owner and director, it turned into an email interview. The owner was sent 15 questions to answer regarding the social media and marketing efforts of the company. Mr. Ettenberg was given ample time to answer the questions and return them. In life unforeseen things happen and unfortunately a situation occurred that effected the development of this study. Mr. Greenwood the camp director was given the same questions to answer as well. He fell on his shoulder that he had just gotten surgery on and was out of work with an immobile arm, so he could not complete the questions. Mr. Ettenberg’s responses were
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sufficient enough for the project and with the research I had already obtained I had enough content to fulfill my expectations. The results of the interview questions can be found at the end of the appendix.

**Interview Questions**

What I want to know: How strong of a role can social media play in the communication, marketing, and growth of a small business?

1) What were the original marketing protocols used to promote the business?
2) How effective was that form of marketing?
3) Do you think people are more receptive to traditional forms of communication such as the telephone and mail?
4) When did you transition to electronic means of communication and promoting through Facebook and Constant Contact?
5) Is it easier to use Facebook and constant contact to reach your clientele?
6) What are the benefits of traditional marketing and communication?
7) Are there negative aspects in traditional marketing and communication?
8) What are the benefits of Facebook and Constant Contact as a marketing and communication tool?
9) Are there any negative aspects in the use of the two social media tools?
10) How important is it to be connected with your clients?
11) Has your business increased since social media has become a primary source in your business strategy?
12) Name all of the social media platforms your business uses. Which are the most useful?
13) Do you think your company can improve with its Facebook activity?
14) Do you actively engage with your fans on Facebook? Or use it as a place to post and share information?

The proposed questions were created purely on an unbiased and inquisitive mindset. I created questions that could draw a parallel to the findings I discovered through my content analysis and research.

**Human Centered Design and Social Presence Theory**

A social media strategy will be created based on two theories; Human Centered Design and Social Presence. Human Centered Design is the discipline of generating
solutions to problems and opportunities through the act of making “something” new, where the activity is driven by the needs, desires, and context of the people for whom we design (non profit summit.com, 2014). Through human centered design there are 3 things that can be achieved, looking, understanding, and making. Looking involves methods for observing human experiences; understanding involves ways to analyze the experiences, challenges and opportunities of the situation, and making involves the way in which you can apply and create solutions and future opportunities. Through human centered design a social media strategy can be created that implements strong user engagement and is focused on the needs and wants of the user.

The social media presence theory is a “major design principle in computer-mediated communication and an important determinant of online community participation (Shen and Khalifa, 2008). The theory can be categorized by a few key ideas involving the online community. An online community is built by the user’s sense of awareness and their sense of feeling that they are in a “community” based setting. Social presence is gauged through user interaction and the interaction stems from the activity that is made available to them. This strategy focuses directly on social media and how to make it effective in a community. With elements of both theories a strong social media strategy can be designed, focusing on the user, environment, and their activity.

**Literature Review**

**Facebook – a marketing and communication tool**

There are many benefits a business can gain by utilizing Facebook as an outlet to reach its consumers. In an effort to help small business owners make the most of their account, a list of tips are provided (Facebook for Business, 2013). Please read below.
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1. Spruce up your page
A little bit of housekeeping on your Page can add lots of value. Make sure that your hours of business and contact information are all up to date. It’s also a good idea to update your Page’s cover photo with holiday- or Small Business Saturday-themed images. These little steps let visitors know that your page is an active extension of your business.

2. Post regularly
A steady rhythm of posts in the days before a big event can help keep your business top-of-mind to customers. Be sure to highlight your best merchandise, but don’t restrict yourself to just self-promotional posts. Also consider posting content that gives people some kind of extra value. For instance, you can highlight other great businesses nearby, or share interesting content that relates to your business.

3. Create photo and video Page posts
Posting great photo or video content is an easy way to make your business come alive on Facebook. Photo or video posts generally have good levels of engagement and, for businesses like, they have become a key part of an ongoing relationship with their customers. Another idea is to create a photo album with images of products that people can preview before coming into the shop.

4. Try a Facebook Offer
Posting special offers or discounts for Small Business Saturday is a great way of offering your customers even more value. You can start by offering a discount to people that mention Facebook when they come into your shop. Or, if you’re looking for more reach, Facebook offers make it easy for you to distribute your promotions to an audience beyond your fan base. And they make it easy for people to redeem your offers, too — when people click to claim your offer they get an email reminder containing all the necessary details on how to redeem it.

5. Boost your important posts
Boosted posts can help you reach wider audiences with greater accuracy. Simply enter whatever amount you can set aside for the promotion and Facebook will tell you instantly how many people your post will reach. And with the targeting features built into Boosted Posts, you can make sure the right people are seeing your posts. For instance, you can direct your posts toward people who live nearby. It can be a great way of reaching people while they are out and about on Small Business Saturday.

The above suggestions are very simple yet effective and act as a reminder to businesses as to what they need to do to keep the user engagement strong. Small businesses in particular have to try a bit harder to keep their current fan base as well as increase it, due to intense competition in today’s society. Small businesses face three major sacrifices: personal, financial, and relational. The owners and employees spend
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endless amount of time trying to keep the business together with existing and potential customers. Social media marketing is a tool small businesses can use “as it can provide a higher return at a comparable cost to selective word of mouth marketing” (Gilda, 2013). Small businesses can increase their communication by converting to social media marketing through Facebook, Twitter, Google+, Youtube, and Linkedin. “In order to remain in business many small businesses must resort to tight management and cutting out the fluff of perhaps sometimes needed employees and marketing. This is where the social media works in the favor of the business (Gilda, 2013).

There are various steps and guidelines needed to make sure social media usage are in fact being operated properly. Strategies, frameworks, and plans are essential in measuring the effectiveness of a social media site. There are three steps to follow:

1) **Build brand awareness**, 

2) **Encourage engagement**

3) **Measure performance**

Through these three steps the marketer (business) initiates contact, the consumer gets involved, and then a final synopsis is created. To capture the effectiveness of the marketing process, the three stages (awareness, engagement, and performance) must be evaluated in terms of the influencer and consumer. It is suggested that a business follow these steps to evaluate and create; conduct academic research, review literature, create a survey, and lastly, create a development plan explaining the results of the steps just taken (Coleman and Heriot, 2013).

Knowing the audience and communication are two very key factors in the creation of the business plan. Ultimately the plan has clear set goals, a step-by-step
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process, and a way it can be analyzed to measure the initial goals the business has set out.

“Marketing is a well-developed methodological science and is constantly changing its rules according to the needs and developments taking place in and around it (Saravanakumar and SuganthaLakshmi, 2012)”. Social media is so widely used amongst many companies and due to this, there has to be a method behind its usage. The key to social media marketing is the target audience (the customers). Social media has to capture the customer through promotional gimmicks, blogs, forums, check-ins, etc; it should ultimately create a virtual community.

As the community grows (increased social media use) the business will eventually do the same. A business should not feel pressured to saturate social media platforms with lack luster content or unnecessary updates. Quality over quantity is always a number one rule to keep in mind. But keep in mind consistent engagement is necessary. A business may or may not have content to share everyday but they should make a weekly presence. Creating a schedule is one way to help the business stay on track. The business must create a schedule and stick with it, staying consistent and executing is a key to success.

Running a business can be very time consuming and the owners and employees have very active work schedules, but the company must be mindful of the consumers. It is the consumer that keeps the business afloat, so they must be reached and engaged.

Businesses specifically, have been advised to utilize social media to market and provide customer service, “The use of social media tools is not relegated to the business world. Boundless opportunities exist for extension to grab hold of use these tools” (Cornelisse, Hyde, Raines, et al, 2011). The use of social media opens up a world of possibilities due to its capabilities: consumers can provide feedback, businesses can
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monitor trends that can then be identified as selling points, marketing can be extended to an even larger audience, and the interest of consumers can be tracked and analyzed. The more socially involved a business is the more opportunities become available to help benefit the marketer and in turn the consumer. There are four activities to summarize social media involvement and they are:

1) Communication

2) Sharing

3) Publishing

4) Participation

These activities are also mentioned in the list above discussing five ways to make the most out of a business’ Facebook account. Upon examining these activities, it can be said that social media has an effective impact on a business, most specifically in terms of conversation, sharing, publishing, and participation (Goi, 2014).

A study conducted on local banks in Malaysia found that eight of the banks had Facebook accounts due to a high number of individuals who use it. Malaysian banks are utilizing social media to engage with customers, build brand awareness, and market/promote new product development. It is suggested that Malaysian banks invest in social media due to the rapid increase of usage and the benefits its can provide. The information found in the study is not only useful for Malaysian banks but all businesses, especially small ones. A small business cannot afford to ignore Facebook. The business must research and review trends, analyze statistics, and monitor other companies and how they utilize their Facebook account. This will help gather a strong sense of ways to operate their own page. As a marketing and communication tool Facebook is one of the
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top contenders with an organic search, paid promotion, and creative techniques to advertise. A business can successfully optimize its Facebook page for a large consumer growth.

**Constant Contact**

Constant Contact was founded behind the principle of a valuable marketing tool that would help small businesses level the playing field in the battle against big business. Over the years since it first began in 2005, the company has grown and produced many valuable products to improve the marketing for small businesses. Constant contact is said to be the “one stop shop” for a business’s marketing needs. It offers affordable and easy to use marketing tools to help increase and create customer relationships. The online marketing tools help drive ongoing customer dialogs through email marketing, social media marketing, event marketing, and online surveys. All Constant Contact products come with unparalleled KnowHow, education, and free coaching with a personal touch, including award-winning customer support. The company promise is focused on its commitment to helping small businesses and nonprofits succeed. This is done through real results seen in email newsletters, surveys, events, Facebook promotions, online listings, and more. With an affordable monthly rate, and an effortless/user friendly interface Constant Contact is an effective tool to communicate (and market) to consumers. Based on the many attributes of the tool there is no question as to why a business should enlist in the services it provides. Some may argue that Constant Contact is an overpriced email service but it is much more than that. The following information founded on epresence.ie provides a strong guide as to why the service is beneficial and
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not your average email service. Listed below are five characteristics that contribute to the appeal of Constant Contact.

1. The ability to create very professional looking e-mails – very quickly. Whether you use pre-defined templates or create custom templates to more closely match your company branding, the results will reflect the professional brand image of your company.

2. Email marketing tools put you in customers’ inboxes more accurately than regular email. So you’ll avoid spam filters and be seen by more people.

3. They give you the ability to effectively build and manage your e-mail lists, providing you with the capability to segment lists for more effective marketing.

4. E-mail marketing tools make it easy for your loyal customers to forward e-mails to their contacts – with built-in facilities for new recipients to add themselves to your list.

5. One of the key differences is that tools like Constant Contact provide great information and reporting – immediately. You can see how many people opened your e-mail and track what they did.

With positive attributes such as those listed it is no wonder Constant Contact has over 50,000 customers and continues to grow. Small businesses can benefit from Constant Contact, especially if they want to reach their audience and stay relevant like larger businesses. Email marketing and communication are very important but it does not stop there. E-mail marketing is most successful when it is integrated with other marketing efforts ie; links to a website, social media and/or offline marketing.

The need for a Social Media Strategy

There must be a plan implemented to reap the benefits of social media. It is easy to create an account or send an email or two. But what a business does to maintain the fans they have, keep constant communication flowing, and engage their customers is how they prosper. And this success cannot flourish without a proper plan. To approach such a
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task the business must make sure they have all major and minor details planned out.

Implementing a social media strategy includes:

1. Defining the businesses goals
2. Defining the target audience
3. Research social media platforms
4. Brainstorm and plan the content
5. Build and develop a social media presence
6. Maintain a social media presence
7. Hire a social media manager.

The seven tips are just some of the many ways to begin creating a strategy.

**Know your Audience**

One of the most important of the seven is defining the target audience. You must know your audience like you know yourself. A clear and focused objective on the target audience is essential in the success of the business, the plan, and social media presence; the target audience is important in all matters related to the business, because they drive revenue.

* The target audience is specific to the services and products produced by the business.
* To truly understand the audience, research must be done to reveal the social media site current and potential clients use.
* A business must do more listening than talking, becoming aware of the audiences needs and wants, as well as scoping out the competition and what they are doing.

**Consumer Based Marketing – Word of Mouth Through Social Media**

Online marketing can be addressed in a number of ways, but the most successful marketing strategies are user centric and follow a cohesive approach to the strategies being used. 85% of small businesses increase clientele through word of mouth; this approach can still be practiced through social media. With the proper social media strategy, word of mouth can spread virally through the use of online social platforms.
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The Internet has power that must be recognized and utilized to its fullest potential. Social media strategies are so important because:

- **Our lives revolve around the Internet and media.**
- A consumer can praise or bash a business and in a matter of five minutes and a multitude of people will know about it on Facebook
- Consumers trust and utilize the Internet; it is the first thing they turn to when concerning any matter regarding a business.

The more researched, detailed, and carefully thought out a social media strategy the greater the chance of success. Additionally without a strategy in place a business will not be able to track business relations such as growth or decline and customer engagement and interaction is hard to monitor. Small businesses without a social media plan have a tougher time reaching consumers. Researching the correct social media platform to utilize is important and this stems from knowing the target audience and what they are using (as previously mentioned).

A social presence is very important because it reminds current and potential consumers of the business. A simple, ad, photo, or post can make a difference in a consumer choosing company A over company B. Social media gives the business a chance to create a relationship with the consumer and as relationships develop the nature of the business including profits and consumers can increase.

**Literature review – closing remarks**

I included this review on relevant literature and information because I believe it aids in my efforts to describe the necessary components of this thesis. I wanted to lay a foundation of the social media sites that apply to this study and give a background on social media strategies. It is important to understand the significance of the above mentioned because it will help in determining how well the business is utilizing the social media platforms and if they have a social media strategy in place. And if they do have a
Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business. The background section regarding the business used for the study and small businesses in general was provided to inform. An understanding of small businesses and their impact in the work force helps in the explanation of why social media marketing, communication, and strategies are important. An explanation of how the three contribute to small businesses is explained in the remainder of the study.

**Social Media Activity**

Facebook is popularly viewed and used amongst the parents, campers, and staff members of the camp. It builds a very strong online community and this community has a strong impact on the business. As a business that specializes in weight loss, Camp Shane’s credibility lies in the hands of its consumers; the program would not be credible if the consumers do not attest to the results. The campers and parents communicate, update, and anticipate the next summer through Facebook. The business must actively engage with its users to ensure they are maintaining their social media presence.

Mr.Ettenberg is a very firm believer in following – up with the families, maintaining a strong relationship, and ensuring they return to camp the following year. His marketing strategy as discussed in the interview section involves both modern (social media) and traditional forms.

**Marketing and Social Media**

This past fall Mr.Ettenberg hired five staff members that were former employees of the company. These individuals worked on the camp or were part of the marketing call team that dealt with new leads for the upcoming camp season. The five individuals he chose have strong knowledge of the business, have previously dealt with the campers and families, and know the proper procedures and protocols to follow. Phone calls were to
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begin in the beginning of October and come to a close by mid to the end of November. Mid November arrived and some individuals completed the assignment and others had just begun. The inconsistency from the call team made it hard to successfully follow through with the plan.

Follow up interaction whether it is by phone, email, or social media must be executed with 100% effort and consistency. The fact that some of the calls had not begun until the time they were due is one reason why social media is important for the business. The business cannot message or reference every camper in a post. But updates regarding follow up calls, post discussing common issues found amongst campers, and how to solve issues would help the company. By utilizing Facebook the lack of phone calls could have been offset by social media activity.

**Facebook Statistics**

Camp Shane has had a Facebook account since 2007. The data explained has been tracked since November 2014 and the total number of likes the page has received is 2,552. Camp Shane is a page and not a profile therefore the act of gaining a like equates to gaining a fan. January 1, 2014 the page started the year with 2,182 likes, with a total of 370 new likes/fans. On average each month the page gains about 28-37 new likes. This number is based on a ranged scale because an exact number cannot be determined based on such an unpredictable activity. From week to week the page “like” percentage fluctuates, for example 11/17 - 11/23 was down 42.9% compared to the week prior. Based on the activity of the page, the lack of post made created by the business is what contributes to a low and inconsistent numbers week to week (view figures one through five below to view).
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**Figure 1.** Total Page likes January 1 2014 until Nov 22, 2014.

**Figure 2.** Net Likes January 1, 2014 until November 22, 2014.
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**Figure 3.** Likes created from different sources.

**Figure 4.** Fans who liked the page based on age, location and gender
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**Figure 5.** Fan engagement based on age, location, and gender

![Fan engagement chart](chart.png)

### Month to Month Statistics

During the summer months when the main office opens and the staff is preparing for the campers to arrive and the social media activity should be increasingly strong.

Camp Shane categorizes months and labels them as seen below.

**Table 1 – Camp Shane month to month posting strategies**

<table>
<thead>
<tr>
<th>Posting Months</th>
<th>Why Post</th>
<th>Reasoning Behind The Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>September – December</td>
<td>Post camp marketing efforts</td>
<td>a strong post-camp follow up is initiated and early enrollment for returning and new campers is promoted</td>
</tr>
<tr>
<td>January – May</td>
<td>Pre-camp marketing efforts</td>
<td>an increased effort is made to enroll children and hire new staff members</td>
</tr>
<tr>
<td>June – August</td>
<td>Camp marketing efforts. Camp is in session.</td>
<td>a strong promotional effort is made to keep the families informed through the sharing of daily camp activities.</td>
</tr>
</tbody>
</table>
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During June the number of total likes on the page began at 2,367 and increased to 2,429. The average daily number of likes ranged from 1-4. June had sparked the highest amount of likes for the entire year. On July 1st the like count was 2,430 and by the end of the month it was 2,477, an increase of 47. August 1st the count was 2,477 and at the end of the month it only increased to 2,496. In comparison to the beginning of June to the end of the summer the like count slowed down tremendously. A downward spiral seemed to continue for the month of September as well. One post was done on September 8th, showcasing the owner smiling in a picture he took after he has just taken 3rd place in a 5k. Although it was a very positive post it made no reference to the campers and their well-being.

The month of October posting was as consistent as the summer months but the month of November seemed to lack the same enthusiasm. The holidays are a very important time for the camp to reach out to the campers and their families because of the “holiday weight gain” issues many of them face. Therefore from October until the end of the year a strong social media presence is necessary. For the month of November nothing was posted until November 12th, prior to that date the last post was October 29th. Prior to the month of June post activity on behalf of the camp was very strong, content was consistently shared on a week-to-week basis.

Media Activity

Important sectors of Facebook activity are the images related to the business, and for Camp Shane it is very based on the nature of the business. The campers and their parents want to see the results, activities, fun, and life of Camp. In total Camp Shane has posted 392 photos over the seven years they have had an account. In 2014 a small amount
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of images were posted specifically during the summer. In the years prior such as 2013, 2012, and 2011 they seemed to be much more consistent and frequent.

Videos and Photos

The photo albums consist of Camp Shane moments, reunions, and timeline images, timeline images are pictures the account owner post on their page. In addition to the photos are also four videos that have been posted. The videos promote the camp and acknowledge the fact that the Camp is interviewed and featured on many nationally syndicated television shows. The videos and photos on the page provide a visual demonstration of Camp Shane and what they are all about. But most recently business promoting through media has suffered. 2014 took a significant turn in the amount of photos that were posted compared to prior years. What may have contributed to the lack of photo sharing this past summer is the use of a third party company Bunk1 the business uses.

Bunk1 is a website that the camp recommends parent’s use in order to view daily photos of camp activities and the campers. Bunk1 is an additional cost but it allows the families to see their child and communicate with them. Bunk1 offers a great service but it takes away from the camps social media engagement. The summer social media intern Nardel Marin stated that, “You spend so much time taking pictures, editing them, and posting them on Bunk1, by the end of the day you don’t feel like posting on Facebook or you don’t feel it is necessary, since you have posted on Bunk1”(Nardel, 2014). This raises a problem because Bunk1 is only useful for those who have a camper attending camp and have paid for an account. For the families that do not want to pay, or are trying to decide if they should attend camp, are not afforded the opportunity. Posting images
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attracts the user’s more frequently than not, therefore an active effort to keep image posting strong and consistent is necessary.

**Additional Facebook Activity**

Post and photo sharing are very important, but minor Facebook activity such as accepting or denying friend request, user to fan engagement, and messaging both direct and openly, are equally as important for a business. Camp Shane has many messages, post on the wall, and friend request waiting to be answered. The business answers some questions or responds to a post on an image but they do not make a 100% effort to engage with all fans. Figures on page 54 – 57 display numerical data to illustrate the activity of the Camp Shane Facebook page. As mentioned previously, Camp Shane had a much stronger Facebook presence in previous years and this is clear to see based on the 2014 analytics.

**Constant Contact**

Mr.Ettenberg and company began utilizing the World Wide Web as a means to communicate 4-5 years ago. The business employed the idea of Constant Contact (CC) in 2007, the same year as Facebook. The first email they sent had 2,828 recipients with a total of 429 opens, 299 bounces, 19 opt outs, and 19 clicks. Email communication is very important to Mr.Ettenberg for a number of reasons.

- **Cost and time effective** – it is cheaper and faster to electronically send information.
- **Quick** – emails reach a large number of individuals instantly.
- **Modern** -more individuals will read an email on their smart device rather than pick up their phone.

Camp Shane started off slowly with the distribution of emails when they first became members of CC. Each month one email was sent informing consumers of all
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matters regarding the camp such as upcoming events, specials, and a monthly newsletter. After the first preliminary year, the Camp began to send 2-3 emails a month, sometimes more depending on the information they needed to share. One of the benefits of Constant Contact is the ability to create email list and save them for future use. With the use of list each email does not have to be sent to the same set of people, it can go to a target audience.

**Monthly Email Communication**

Over the last seven years Camp Shane has been very consistent in the way they communicate with the families, campers, and staff. At the beginning of each month a newsletter is released and an additional email is sent depending on the month and what has arisen. The monthly newsletter is a form of friendly communication from the camp to the campers; it includes a message from the owner, a healthy recipe that pertains to a theme or holiday, health tips, and a featured camper highlighting an accomplishment they have made or story they would like to share. Each camp location sends out a letter with a message from the director of that particular camp so it is more personalized. Mr.Ettenberg finds it very important that the directors to maintain contact with their campers throughout the year so they can continue on the path of success, but also recognize that they are still there for them although Camp has ended.

**The Motive behind email marketing**

The goal behind email marketing/communication is to not only attract new campers but also have a high rate of returning campers. The open rate of the emails has remained quite consistent since the company began in 2007. With such a large number or email recipients the business has struggled with a high open rate. On average they send
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their emails to about 2,200+ emails, figures 11, 12, 13, & 14 seen below, display data from 2014. As a part of his strategy Mr.Ettenberg keeps all of the emails dating back to 2005. The idea behind Mr.Ettenberg’s email communication and marketing is if the camp has fallen off an individual’s radar, an email keeps them updated and informed. And this can possibly urge them to reconsider Camp Shane, whether it is to join the program as a guest or staff member.

**Figure 6.** Constant Contact Statistics – May 2014

[Graph showing email statistics]
Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

**Figure 7.** Constant Contact Statistics – June 2014

![Email Statistics Chart](image)

Currently displaying industry rates for: Sports and recreation

**Figure 8.** Constant Contact Statistics – July - August 2014

![Email Statistics Chart](image)

Currently displaying industry rates for: Sports and recreation
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**Figure 9.** Constant Contact Statistics – September – October 2014

![Email Statistics](image)

Emails are an appropriate form of communication for Camp Shane because such a large audience has to be reached. Mr. Ettenberg values the ease, simplicity, and speed of the marketing and communication tool. He recognizes that many individuals are busy and rather receive an email than phone call, so he finds that sending e-blast can be beneficial. With a “millennial” based society emails are the next best thing for information sharing and communication.

**Social Media Findings**

Bases on extensive content analysis and research I performed, there were a few distinct findings that I developed. Below is a summarized analysis of the ways I believed the business utilized social media.

**Facebook**

Camp Shane’s social media presence is not as strong as it should be. It does not stand out enough through promotion, information sharing, and fan engagement. The lack
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of consistency on behalf of the business is one of the reasons why their social media presence is mediocre. And due to inconsistent engagement there is a lack of posting month to month. Posting information and photos is what builds and brings forth engagement. Based on my discoveries it can be inferred that the post activity for 2014 is average due to inconsistency. There were certain months out of the year that had consistent post weekly and the user engagement is high because there was content to engage in. But when there were lapse in post the user engagement was low. An increase in general discussion needs to take place between the administrator (the camp) and the consumer. Too many unanswered messages, friend request, and post exist, contributing to the lack of user engagement and social media “status” of the company.

Additionally more themes, questions, contests, and specific information needs to be incorporated. The business has to make a stronger effort to be consistently active. As it stands they don’t have the resources to maintain a heavily engaging social media page so the social media efforts may or may not experience much change or growth. Camp Shane needs that extra push to put them where they need to be socially.

**Constant Contact**

Camp Shane is quite consistent in their email marketing and communication efforts. The monthly newsletter is the type of activity that is needed to keep the business relevant and on the families’ minds. In addition to monthly newsletters are emails that communicate special promotions or opportunities for campers to appear on a nationally syndicated television show such as MTV and ABC. The camp tries to consistently communicate with the families. The content of the emails are created by the owner and
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retrieved from health sources online or from many prestigious professionals affiliated with the business, so quality information is shared.

When the camp sends out their emails some are targeted to a small group and others are not and this is why their open rate statistics are low. The various list of contacts remains in the businesses account until it is deleted; therefore individuals that attended camp or were interested in the business over 5 years ago are subject to receiving an email. Many emails are bounced back or have automated messages informing the sender that the recipient has a new email. This is not harming the business nor is it benefitting them. Based on the numbers I reviewed over the years it is best to keep a list of contacts that do not date back more than 3-4 years. If an individual is interested in the business and wants to reconnect they can through the resources provided on the Internet such as the camps website or their social media page.

**Traditional Forms versus current Forms of marketing and communicating**

Camp Shane was founded in 1968, and since then the transition of advertising, communicating, and marketing has greatly shifted. Previous forms of marketing were seen exclusively in print material. Mr Ettenberg noted, “The biggest sauce of potential customers came from the magazine section of the Sunday New York Times. But we also advertised in various publications and some of the major newspapers in Philadelphia and Florida for example. It was reasonably effective because, in many cases, families knew that these publications had specific sections for families looking for camp” (Mr Ettenberg, 2014).
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**Traditional Forms of Marketing**

Before modern technology became a main source of business relations, print media, phone calls, and postal service mail were the main sources utilized by Camp Shane. About four years ago the company completely transitioned to electronic means for business, “We started learning about electronic communications about four years ago. We started modestly by sending out emails and within the last two to three years using Facebook and other social media opportunities” (Mr Ettenberg, 2014).

Mr. Ettenberg likes the traditional and simple means of doing things, so for many years he felt his businesses techniques were fine. In the past it was quick, easy, and efficient for the business to be advertised in the paper, on a post card, and through the mail. Not as much effort or time had to be spent on these forms of marketing. The camp has always been successful and back in the times when the economy was not as dismal the camper count was high. There were many children that spent repeated summers at the camp. As time went on Mr. Ettenberg had to conform to society and how they were responding to his business efforts. He had to cater to the needs and wants of his consumers, reflecting the idea behind the human centered design theory.

**Modern Forms of Marketing**

The shift from minimal technology use to having it at your fingertips quickly consumed society. Mr. Ettenberg and company realized the strong influence social media had on its campers and parents. Current marketing efforts are far more modern and appealing to the younger audience. Although print material was effective it was not aimed towards one target audience, adults. The average child is not going to cruise
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through the newspaper in this day in age it is highly unlikely. And why? Because of the Internet and social media. The camps current marketing and communicating efforts as discussed appeals and reaches a larger audience.

Mr. Ettenberg mentioned that when they advertised through publications he thought at the time, that it was expensive and now that seems to be laughable compared to current forms. Internet marketing can be very costly but a larger amount of individuals are reached, amounting to greater exposure for the business. For example, Camp Shane has various accounts set up with “camp referral companies”. These websites allow users to search various summer camps based on specific criteria. The amount of individuals that use Google, Yahoo, or see an ad for sites such as these is incredible.

The business strategy in the past was effective and the same can be said for the current efforts. But what sets the old and the new apart from one another is the accessibility, reach, and target audience. Internet marketing has many more possibilities than traditional forms of marketing.

**Proposed Social Media Strategy**

Through deep content analysis, research, and the traditional Q&A, I have created a social media strategy that will help boost followers and increase the activity and engagement on behalf of the business. Based on my research I found that the human centered design and social presence theory were the best to use in order to create a strategy that will truly impact the business and the consumers. The strategy will be broken into five sections.

1) **The audience**

2) **Motivation**

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3) Social media sites

4) The use of the social media sites,

5) And a social media manager.

Within each section a detailed explanation will be given on how I believe the business can utilize social media and Constant Contact as a marketing and communication tool.

Human Centered Design and Social Presence Theory

Human Centered Design is built behind 9 characteristics that include coherence, inclusiveness, malleability, engagement, ownership, responsiveness, purpose, panoramic, and transcendence (Cooley, 1999). Each characteristic will be applied to build the strategy so it provides an optimal user experience.

Coherence

The immediate meaning of something; it should be 100% evident (Cooley, 1999). The meaning behind social media marketing and communication efforts will be evident from the title of the post down to the content being shared. And this will provide useful and comprehensible information to the campers and parents.

Inclusiveness

Inclusiveness is inviting and tends to invite the user into a community, with friendly and familiar activities (Cooley, 1999). The social media platforms utilized by the Camp will be an open forum for discussions and information/picture sharing. It will be a place that provides them comfort and joy, it will be inviting and non judgmental, because the relationships built from the summer will be carried over into a strong Internet community.

Malleability

Malleability molds the situation to specifically meet the user’s needs, tastes, and aesthetics (Cooley, 1999). Malleability can be accomplished by studying and researching user engagement and this should be done on a consistent basis (performed by the individual in charge of managing the social media), so that user engagement remains at a
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high level. What social media apps are they using? What do they respond to more, a picture, post, etc?

Engagement

Engagement is “a sense that one is being invited to participate in the process and in which creates a feeling of empathy (Cooley, 1999)”. Engaging and incentive filled social media activities will be the source of motivation to encourage the users to participate in the online community. Engagement can be fulfilled through email and social media efforts.

Ownership

Ownership is a” feeling that you have created and thereby own parts of the system (Cooley, 1999)” This characteristic begins with the camp and can include the users. User input can help build their “sense of belonging and even companionship (Cooley, 1999)”. With strong camp and user engagement this characteristic can be accomplished.

Responsiveness

Responsiveness is the general sense that the system being used can be tailored to respond to the needs of the user, creating their own rules, and encouraging one to learn them and change them when feasible (Cooley, 1999). Responsiveness is very important in the online marketing and communicating world. The Camp must create an environment that caters to the users so they engage in what is being provided to them. In turn the user can create their own rules by sharing their opinion on how they feel the community and environment is being conducted.

Purpose

Purpose is based on responding to what the user has in mind and then encouraging him or her to take it a step further (Cooley, 1999). Campers, counselors, parents, etc are encouraged to interact with one another through the platforms provided by the camp. With no restrictions, rules, or guidelines the user can take their experience as far as they would like, creating a highly engaging environment. The Camp will be responsible for providing consistent communication and marketing efforts, but what the user does with it once it has been released to them, its solely up to them.

Panoramic

Panoramic provides a more narrowed and focused view on things, so the user can act more effectively and competently (Cooley, 1999). Social media activities will be created to engage the user in ways they may not of before, to stimulate their minds and actions for a greater purpose than they realize.

Transcendence
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Transcendence encourages enticing, and thought provoking tasks. Transcendence is closely related to the panoramic characteristic. A strong social media strategy will be composed so that not only will information be fed to the user but this information will be useful and intriguing enough to lead them to do their own personal thinking and exploring.

**Social Presence Theory**

Social Presence Theory is important in the development of the social media strategy due to its focus on the social media itself. Although it does not have a synopsis as long as Human Centered Design it is still very useful and will be effective for the proposed strategy. The social media and communication tools I will discuss in detail are Twitter, Instagram, Facebook, and Constant Contact. Most specifically this theory will highlight the ways in which a community will be formed through Twitter, Instagram and Facebook.

**Presence**

The “presence” is a key concept behind this theory. “Presence (a shortened version of the term “telepresence”) is a psychological state or subjective perception in which even though part or all of an individual’s current experience is generated by and/or filtered through human-made technology, part or all of the individual’s perception fails to accurately acknowledge the role of the technology in the experience” (International Society for Presence Research, 2000). The presence is the property of the individual. An individual’s presence occurs during an encounter with the online medium, but the encounter is not 100% acknowledgeable on the part of the user. The user’s presence is best described when they partially acknowledge the role of the technology within their user experience.
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It is best to create a technological environment that feels as if the user is generating most of the action and not noticing all of the technological aspects. For example, when a user goes to the Camp Shane twitter page, it is great that they acknowledge the technological medium, but focus on their presence within the community in which they are engaging in ie; conversing, sharing, and exploring. The stronger the community built environment is, the better for the user. The social presence theory is best seen when the user is engaged in a technology that provides a realistic community.

The Strategy- Social Media Sites

Social media engagement is rapidly increasing due to the release of various platforms offered and to date there are about 15 heavily used social media apps. But not all of these apps are appropriate for a small business. Based on the goals, concept, and intended target audience of Camp Shane, I find that Instagram, Facebook, and Twitter could be the most beneficial for the business. Out of the top 15 most popular sites, the trio rank in the top seven with Facebook number one, Twitter number two, and Instagram number seven (ebizmba, 2014). Based on analytical statistics these sites have consistent and high user traffic.

*Facebook is a classic site that has evolved in a variety of ways; it offers the most user and business friendly features.

*Twitter is a great platform that makes information sharing fun. Teens like using it to share quick tidbits about their lives with friends. It is also great for keeping up with what's going on in the world ie; breaking news, celebrity gossip, etc.

*Instagram shares information in a completely visual way with videos and images. It’s the visual that is needed when words just don’t quite capture what is trying to be portrayed.
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With the three sites working simultaneously together, a community of users will be formed (as referenced in the social presence theory) and information can be passed from the camp to the consumers in a variety of fun, quick, and creative ways. The benefits of social media activity include, targeting a larger audience at once, cost and time effective, and instant information sharing.

**The Strategy- Target Audience**

Camp Shane finds that it is very important to stay connected with the consumer in order to maintain a great relationship with them. The use of social media allows this to take place, because ultimately Mr. Ettenberg wants his business to be remembered, promoted, and re–visited. So with that goal in mind a clear and concise target audience must be chosen. The social media networks that will keep Camp Shane actively engaged with a strong following are Twitter, Facebook, and Instagram.

**Target Audience Details**

The target audiences for these social sites are campers and counselors with varying ages. I am not putting an age limit on either subject because privileged children such as those that attend camp (ages 7-20) have access to cell phones and understand how to operate the online world. Counselor ages range from age 20 to the mid and upper 30’s and many of them use Facebook, Twitter, or Instagram. Parents are not targeted because they are not the individuals living the day-to-day camp life. Various other social media sites such as Google Plus and Yelp are targeted to them, but those sites are not ones that produce high engagement between the business and consumer.
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**Target Audience Relationships**

Campers and counselors return to camp the following summer to see one another, from the moment camp ends to when it begins, they try and keep in touch and what better place than social media. Now more than ever there is a strong use of social media amongst individuals. Men and women age 18-29 account for 89% of users that engage in social networks (Pew Internet Research, 2014). And when broken down by specifics (Facebook, Twitter, etc) that age range continues to dominate. The counselor’s fall right in the 18-29 demographic and their influence on the campers is very strong. Campers look up to these individuals and form amorous relationships’ with them; mirroring their actions, and constantly trying to keep up with the trends they see them follow.

It would be in the best interest of the camp to market some of their post, campaigns, emails, etc to the counselors, because with counselor support comes camper support. With a strong focus on the counselors and an equally as strong focus on the campers, Camp Shane can increase their social media statistics and activity.

Email marketing is targeted to the campers, counselors, and parents. The emails are sent to all the demographics to keep them informed and they generally are designed to appeal to the younger audience. Although statistically parents have a higher open rate the younger generation are tech savvy and have quick and easy access to their emails especially due to Smartphone’s, so it is best the business continue to market to them through electronic communication.

**The Strategy – Motivation**

User engagement is crucial in the success of a business’ social media efforts. Without feedback there is no way to track how a business is doing, and this can be linked
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to a variety of things performed within the company. The target audience is so consumed in social activities on and offline that it would be effortless to get them to engage. Two things the business lacks are creativity and drive in their online community. The posts on Facebook and Twitter share the same type of information such as the link to the weekly blog post or nutritional/health information. And the Instagram account has only three to five images posted. There are many small changes the business can make to improve their social media activity but the largest and probably most important involves the use of incentives.

**Incentives**

Incentives are offered in various forms such as emails, surveys, contest, or tasks, and it can be simple or complex. Once a strong and faithful following stands behind the business they will participate. Camp Shane’s motto is learn, laugh, lose, and with such a strong and meaningful message, they can play on those words and build a great online community. The campers and counselors are socially engaged with one another during, post, and pre camp, so the community is already built, it just needs to be maintained and occupied. Weight loss after the summer ends is a very big deal, especially due to the fact that many campers go home, forget everything they learned, and gain all of the weight back. To keep the momentum going incentives can be promoted.

**Questionnaire and Phone Incentives**

The questionnaires and surveys created by the owner are very important to the growth and development of the company. As previously mentioned, it is challenging to obtain responses from the families, but paired with incentives things could change. Rewards for completing the questionnaire within the first 10 days could be:
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-20% off enrollment for the upcoming season

-A reduced deposit fee of $250 dollars instead of $500

- A complimentary video conference with one of the certified nutritionist.

**Social Media Incentives**

One of the social media incentives could be to ask them to post their first day of school picture (for both campers and counselors), tag Camp Shane on all 3 social media sites and, hash tag specific words and the amount of weight that has been lost since camp ended. For example #campshane #weightlosscontinued #shaneforlife #lose #10. Camp Shane could offer the camper and counselor with the greatest results a free cookbook and a Camp Shane sweatshirt. By hash tagging words and numbers it makes the activity fun and incognito, so no one is embarrassed to post their weight.

Another incentive can include the campers sharing one truly memorable experience from camp and posting it on Facebook and from the stories, the camp will feature 25 of the best experiences in the yearbook that gets released to everyone. This could build future clients because they will see the great experiences the campers had but it can also help build the community through reminiscing on the amazing summer they just had.

Hands on, detailed, and camper oriented social media activity is what will provide a “community” like feeling for the users of Camp Shane’s social platforms. Users should be recognized such as camper Jason Eras completing his first 5k run. Moments such as this could be celebrated and then built upon. So following the post sharing Jason’s wonderful accomplishment, the entire audience can be addressed and asked “what did you accomplish that you would have never done before?” or “do we have anymore new
Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

found running lovers? Share your story”. And to take things a step further this information can be shared in the monthly newsletter, highlighting the camper. It is important that the business portray itself as a caring and concerned establishment, because that is what they portray themselves as.

The Strategy - Social Media Manager

Social media accounts are started but never finished, meaning once an account is made the business or individual engages in the beginning but overtime their presence diminishes. One of Mr. Ettenberg’s interview answers mentioned the time, effort, and expense of marketing through social media. He said, “we have to pay someone to do the work and we are not sure what the benefits are, (Mr. Ettenberg 2014)”. In an effort to run a business social media activity must be a priority and how does this happen? The company (Camp Shane) must act as a person and not an entity, making the user experience worthwhile.

The Role and Job Duties

The upkeep of the social media sites and e-blast has to be performed by an individual whom takes ownership and consistently manages the activity. A social media manager is necessary during the calendar year, in a full-time position. The role of the individual would include; monitoring the social media accounts and the email database, post content across all platforms three to four times a day, engage with the users, respond to all post (positive or negative), collect data, and analyze results. The social media manager should possess the following skills:
Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

- **Strong writing and editing skills**
- **Creativity**
- **Listening and problem solving skills**
- **Customer service and marketing skills**
- **A strong passion for social media**
- **Organization skills**

A schedule should be created by the manager indicating what, when, and where things will be posted or emailed.

I believe that the key to Camp Shane’s success is a social media manager. The business has great potential to create a solid social presence and a community for its users, they just need the resources to do so. In addition to social media duties the manager would also be responsible for the email communication and marketing. The benefit of Constant Contact is that it is easy to manage, so the social media manager would not have to be a designer or email specialist to operate the program. And ultimately marketing and communication between the various platforms can play off of one another, maintaining the businesses brand, reputation, and style.

**The Strategy- Building and Maintaining the Social media Presence**

Facebook, Twitter, and Instagram serve separate but similar purposes, therefore the effort and strategy used for one can be used for all. Facebook has the most capabilities and opportunity for the business so it would be wise to utilize as much as possible. Instagram is a place to share all of the memories of the camp through both a still and moving lense, giving the business a chance to post information in a fun, quick, and creative way. Twitter is an outlet to truly interact with the campers through tweets. It is
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an environment to share thoughts, emotions, and insight with others. With the various opportunities available, Camp Shane can quickly increase its social media presence.

Facebook

The first place to begin is Facebook due to its longevity and follower count. Camp Shane began its social media experience with Facebook therefore many of its campers, parents, and counselors follow the account. It is important to post content that discuss camp, nutrition, exercise, and inquire about the well being of the followers. It shows the camp cares and is truly interested in the well being of its consumers. In addition to information sharing, Facebook can be used as an advertiser for the other social media platforms. Posts that say “don’t forget to follow us on Twitter and Instagram! @campshane”, “check out today’s camper of the week on Instagram”, or “join in on the fun and add to the trending topic of the day on twitter #campshane2014memories”.

The camp has many outlets it can use to involve its consumers young and old. The target audience is counselors and the campers but there are many older individuals that follow the camp and like to stay current. So, in trying to capture the younger audience the older will be targeted as well. The marketing aspect of social media appeals to Mr.Ettenberg. He is very focused on increasing his business and keeping it relevant. Marketing is very important, the power of the Internet is incredible and with a strong and consistent presence, Camp Shane can put itself ahead of the competition and at the top.

Below are prototype examples of the ways in which Camp Shane should utilize Twitter and Instagram to boost the user experience.
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**Prototype Examples**

**Figure 10.** – An Instagram account with multiple posts. Showing consistency and engagement

**Figure 11.** – A specific photo post on Instagram that focuses on a topic and can build from there.
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**Figure 12.** - Twitter profile with retweets, showing the user and follower interaction.

**Figure 13.** Twitter profile sharing user images and content, which can be a highly successful way to keep user engagement high and consistent.
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**Constant Contact**

Constant Contact follows the same strategy as the social networks, particularly consistency. On the first of the month David likes the newsletter to be released, but ultimately things never go according to plan. This is one opportunity that could be improved by the social media manager. With a calendar of social media events, the manager can refer to upcoming activity, such as the monthly e-blast. For instance he or she could say “January 1st our newsletter is set to be released, due to the holidays we will need to compose and finalize it by December 30th. Once the email is finalized it can be scheduled for release. As of now the newsletter is released within the first two weeks of the month but not on an exact day, with a consistent first of the month release, the recipients could anticipate the email.

Until recently the emails were not at all visually appealing, with plain and mundane layouts. Constant contact provides a wide array of themed templates, so even if the manager is not confident in designing, he or she could still produce a visually appealing email. The newsletter is composed of a message from the camp director, useful information, a recipe, and an additional section that changes monthly. To decrease the amount of text but still make the topics available, each section can include a short blurb with a “read more” link, or just include “click here” links. It is helpful to provide such options, so the information is available but not overwhelming the email by providing all of the content.

Camp Shane’s email communication will improve when it provides minimal content, a good design whether it is simple or complex, and call to actions. Emails are not
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read but scanned, especially by younger individuals, so imagery, subject line, and large headings are necessary to captivate the reader. To boost the open rate of their emails, Camp Shane could implement these characteristics to aid in their marketing and communication efforts with its consumers.

**Social Media Strategy Conclusion**

The perks of a social media strategy is that although it focuses on social media goals the same principles can be used for other online platforms such as Constant Contact. Email marketing and communication is a separate entity from social media. As different as they are, they share the same purpose, and that is creating an online community that benefits the business. Camp Shane has taken the proper steps to market and communicate online but they lack in their execution.

There are three reoccurring themes that the camp lacked and can be implemented for the future; consistency, engagement, and creativity. The proposed social media strategy focused on all three factors and how the camp can accomplish them. With the amount of content, campers, and experiences that have been created over the last 46 years, Camp Shane could create a social media and marketing campaign that would propel them ahead of their competition.

**Findings**

Over the summer social media seemed very important and was frequently mentioned, due in part to the available resources the business had such as interns. But upon review of the analytics, it only seemed like a concern and not truly a high priority. Camp Shane attempted to create a social presence through three Instagram post, sporadic
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tweets on twitter, and Facebook activity. The business also used Google plus and Bunk1, where they had to actively post content such as images, and I believe this distracted their social media efforts. In the social media world it is best to have an account rather than none at all. But inconsistency and lack of engagement do not aid in anything.

During the off-season, the camp maintains its social presence but allows it to decrease, which does them an injustice because this is when they need support and the sharing of information the most. Sales calls and marketing are very important but Mr.Ettenberg does not capitalize on the social media accounts he has to do so. He prefers to use the phone to follow-up with the families and make things more personable and this is a very strategic and wise move, but it needs to be taken one step further.

Mr.Ettenberg must engage with his consumers outside of follow-up calls and emails requesting them to do a survey. Focusing more on relationships than sales will eventually increase sales. Social media provides businesses the opportunity to engage their audience on many different levels, including personal (Cox, 2012).

The research question and result

The primary research question of the study was “How strong of a role can social media and email play in the communication, marketing, and growth of a small business?” Based on extensive content analysis it seems that social media plays a large role in the operation of a small business. The literature I reviewed suggested that much small business’ benefit from social media. Camp Shane’s analytics prove that social media does play a role in their marketing and communication efforts. I would not necessarily say that the company has received negative effects from social media and email marketing efforts but they do not gain much either.
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Online social effort

In today’s day in age social media and the Internet drive consumers, due to its accessibility, speed, and usability. Camp Shane specifically has to make an effort to use the Internet as a major source due to its target audience. Mr.Ettenberg wants his business to grow but he has not made social media a priority and he must. The expense of a social media manager may seem grueling at first but the long-term advantages outweigh the initial financial impact. Email marketing is important but it is not as detrimental for the business as social media, e-blast communicate with the consumer but not enough individuals respond to them or see them. With the suggestions I made in the social media strategy, I think the email communication can improve.

The ultimate goal and action

The ultimate goal of Camp Shane is to stay relevant and a place for the campers to come back to. Fortunately, for Mr.Ettenberg many campers come back because they make friends and have the time of their life, as quoted in many testimonials. If he can bring the community that is formed at camp, and keep its momentum going online as seen in the social presence theory then he will have many returners and potentially many new campers. Marketing and communication is all about the consumer, it should be tailored and designed to entice the user at all times, so a strong effort is necessary. The business will grow if they understand the users and create an environment they enjoy engaging in.
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**Future Work**

Most recently, Mr. Ettenberg has been speaking with many Search Engine Optimization companies, seeking their advice and opinions on the business's social media and web presence. Based on the various conversations, many of the representatives provided Mr. Ettenberg with feedback that was very similar to what I have suggested. He realizes that the business is lacking in its online presence and he is attempting to take the proper steps to change it.
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Appendix A

Interview Responses

1) What were the original marketing protocols used to promote the business?
Our company was started in 1968. Originally, we advertised exclusively in print material. The biggest sauce of potential customers came from the magazine section of the Sunday New York Times. But we also advertised in various publications and some of the major newspapers in Philadelphia and Florida for example.

2) How effective was that form of marketing?
It was reasonably effective because, in many cases, families knew that these publications had specific sections for families looking for camp. At the time, we thought it was expensive.

3) Do you think people are more receptive to traditional forms of communication such as the telephone and mail?
I think the people are inundated with unwanted solicitations from telephone. Cold calling today, is often met by suspicious families and I suspect that this a lot of hangups. We do not do any of that. Mail, missing a significant drop off although there are still lots of companies utilizing the mail. However, along with the drop-off and mail, I suspect that people now more considering this kind of advertisement more significant than before the full often volume.

4) When did you transition to electronic means of communication and promoting through Facebook and Constant Contact?
We started learning about electronic communications about four years ago. We started modestly by sending out emails and within the last 2 to 3 years using Facebook and other social media opportunities.

5) Is it easier to use Facebook and constant contact to reach your clientele?
The problem with Facebook, is the amount of time it takes to find, perfect and post. It’s a constant challenge to keep up with more postings to entertain communicate with our target audience. Using constant contact the sender emails, is actually a convenient tool for us, in that we can reach a lot of people quickly and at very low cost versus mailing which involves printing and postage expense. On the other hand, many of the emails are blocked by security software. Plus, many people get so much email, that they don’t bother to open them. Bottom line here is that it’s of some limited value but something we continue to do.

6) What are the benefits of traditional marketing and communication?
Not everybody is relying on the Internet. We also have significant percentage of citizens that are in this category and they are among the higher income categories of a population.

7) Are there negative aspects in traditional marketing and communication?
It’s costly, time-consuming to prepare, and difficult to track how effective the efforts are.
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8) What are the benefits of Facebook and Constant Contact as a marketing and communication tool?
Up until recently, Facebook was primarily used for previous customers to keep them in the loop with our business. Now, Facebook is pushing significantly into the advertising space and due to the fact that it can more effectively be targeted for the audiences were seeking, were hoping that it becomes very cost effective.

9) Are there any negative aspects in the use of the two social media tools?
Marketing to social media takes a lot of time. We have to pay someone to do the work and we are not sure what the benefits are. It’s quite possible, that we are often spinning our wheels and spending money without getting results we hope for.

10) How important is it to be connected with your clients? I think it’s very important to be connected with your clients. All of us in business recognize that it is a lot less expensive to get an existing customer to make additional purchases than it is to find new customers.

11) Has your business increased since social media has become a primary source in your business strategy?
I don’t think so. Economy is the single biggest factor that’s been impacting our business. And of course, one of the big unknowns with using social media is what’s the return on our investment. Very loath to begin these endeavors for the fear of wasting time and money. That being said, more more people are using social media we don’t want to be left out of the loop. However, there are many tools now that help us track the effectiveness of social media marketing. But even using these tools requires expertise and having someone available to analyze the data.

12) Name all of the social media platforms your business uses. Which are the most useful?
We primarily use blogging. We enhance the distribution of our blog content through Facebook and Google+. To a lesser extent we use it’s the Graham.

13) Do you think your company can improve with its Facebook activity?
Facebook seems to be enhancing its offerings and continues to reach more people than any other social media option.

14) Do you actively engage with your fans on facebook? Or use it as a place to post and share information?
We try to engage our fans, but it seems to be limited. It would require several employees to be constantly posting and communicating and is a small company, we really don’t have those kinds of resources.
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Appendix B

**Definition of Constant Contact terms**

Constant Contact - CC
Sent – the total emails sent, including bounces.
Bounces – Emails sent, but not received by your contacts.
Bounced percent – number of bounces emails divided by the number sent.
Spam Reports- number of complaints received from an email.
Opt-outs – contacts that unsubscribed from your list.
Opt-out percent – number of opt-outs divided by the number sent.
Opens – emails your contacts received and viewed.
Opened percent – number of opened emails divided by the number of emails delivered
(delivered -emails sent minus emailed bounced)
Clicks- contacts who clicked on a link within your email.
Click through percent – number of clicks divided by the number opened.
Forwards- number of times the email was forwarded using the Forward Email to a Friend link.
Overall – totals since using Constant Contact
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Appendix C

PROPOSAL FOR RESEARCH INVOLVING HUMAN SUBJECTS

SUNY Institute of Technology
100 Seymour Road
Utica, New York 13502

Darilyn Brown

Measuring the incessant need of social media as a marketing and communication tool in a Camp Business.

October 2, 2014

Please complete the following and return this form to the IRB committee via humansubjects@sunyit.edu. You may also direct any questions you have to this same e-mail address. Note that grant proposals for research involving human subjects must be reviewed and approved by the committee before submission to the funding agency.

Title of proposal

Social media and its role as a marketing and communication tool in small business.

Objectives of Research Study

Provide a summary statement of the proposal including the generic problem or question to which the study is addressed (not specific hypothesis or procedures) written in language understandable to a layperson.

How strong of a role does social media play in the communication, marketing, and growth of a small business?

I want to explore how social media has grown as a primary tool to communicate, promote, and help run small businesses. I work for Camp Shane LLC, an overnight weight loss camp for children, and I can tell you first hand how heavily they rely on social media to operate and get business. Through my research I can compare past and present business tactics and show how they have evolved. And through this evolution I will demonstrate the growth of social media and its involvement. The primary company I am going to refer to
Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

throughout the research is Camp Shane, a company that has been in business for 46 years. Through questions I ask the owners and director, research, and analysis I plan to come to a strong conclusion about social media and its role in small businesses.

Subjects

Below you are asked to describe the population involved in your study and the requirements for using this particular research sample.

(Note that some populations require special care in the research setting as described in the Belmont Report <http://www.hhs.gov/ohrp/policy/belmont.html>. These include but are not limited to groups such as prisoners, children, the mentally disabled, or groups whose ability to give voluntary informed consent may be in question. If your study involves minors (persons who are 17 or younger), please also describe what measures you will take to protect their rights (e.g. parental consent, approval by school administrators, etc.).)

Describe the population your research will encompass and how you will identify and recruit research subjects. Include the number of subjects in this study.

I will be meeting with two individuals from the company I am doing the research on. The two individuals have been employed with the company for over twenty years, so they have a great deal of knowledge and experience. They have also monitored the changes the company has undergone with the increased use of social media and technology.

Describe the potential risks to research subjects.

No risk will be taken in my study. It is a simple sit-down conversation with a small set of subjects.

Potential physical risk:  
Not applicable to my study.

Potential psychological risk:  
Not applicable to my study.

Potential social risk:  
Not applicable to my study.

Potential legal risk:  
Not applicable to my study.

Other potential risks:  
Not applicable to my study.
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Describe measures taken to protect the human rights of research subjects.

To protect all the rights of my subjects, I will provide a written document outlining my purpose for the conversation, being sure to mention all information they provide can and will be available for the public to see. Therefore they can decide at that time what they will and won't say.

Procedures

In this section, please provide a description of the procedures to be followed during the course of the investigation. Research involving risks to subjects may be performed by faculty only in those cases where the IRB is satisfied that the benefits of the research warrant the level of risk involved.

Procedures followed by the researcher, including procedures that maintain confidentiality and mitigate harm to subjects.

I will begin my study by interviewing the David Ettenberg owner/director and Simon Greenwood the head director of the camp. The camp has been owned and operated by David and his family or 46 years, he inherited it when they passed away. Simon began his life at Camp Shane as a camper, then became a counselor, and continued to move up the ladder. Both gentlemen play intricate roles in the camp and will easily provide any necessary information I need.

I am an employee of Camp Shane, so along with the interviews I conduct, I will also do research by reviewing previous years information manually (paper form) and electronically (database and internet).

All of the information will be recorded on the computer and I will request approval from both parties before I include it in my study. Then based on my findings I will create a sample social media strategy for small camp businesses.

Experiences of research subject during participation in the experiment or study

The research subjects will simply answer questions and be open to share any information I do not ask. Simon will have a bit more hands on role in the research, seeing as he is the one who is heavily involved in the social media aspect of the business. I will
Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

ask him to guide me to any statistics and comparisons of previous years to the current year.

Instructions given to research subjects
I will ask they answer all questions truthfully and willingly. I do not intend on asking any truly revealing questions that will harm the nature of the business or diminish their customer base.

The nature of the tasks they are required to perform
A standard question and answer interview. The questions will be provided at the time of the interview.

Informational or interpersonal feedback that subjects receive during procedure
In preparation of the interview I will present to Simon and David my thesis study, explaining what I would like to know, and how I intend to retrieve the answers.

Total time required for participation
One hour for each interview, two hours in total. The research will take much longer, with an estimated time frame as of now.

Locale of the experiment
The company office with a face to face interview.

Debriefing Procedures
I will thank them for the interview and inform them that they can see the completed piece once it is submitted and reviewed.

I. Anticipate report to the committee Provide an indication of the expected nature of a brief report of the outcome of the Experiment (e.g., abstract from a standard research report) to be submitted to the committee upon completion of the research.
I will provide an abstract to my thesis project as well as the sample social media strategy I create.
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Consent

A copy of the consent form given to each subject must be attached. The consent form may contain the following information or you may choose to use the attached consent form template.

Objectives of the experiment

To examine the role of social media within the business as a marketing and communication tool. My subjects will be asked to describe an unbiased explanation of all of the things social media has done for the business.

Procedures

There will be two tasks: an interview session and then gathering any data (statistics) or leading me to the data displaying the changes they company has experienced.

Risks and Benefits of Participation

There are no risk or benefits; your participation is a standard interview that will be simple.

Potential Benefits

The results of the study will provide a summary of the companies’ marketing and communication skills thus far. And in essence can help improve business tactics to increase company growth.

Informed Consent

The two research subjects will be handed a consent form before we begin the interview. The form will outline what the interview is for and how the information will be used.

Withdrawal Option

I _____________ agree to participate in this research study with free reign to stop my participation, in the event I feel the interview is not going in a positive direction. My participation is valuable to the findings of this study therefore I agree to allow any information provided before I withdrew, usable.

Date and signature of the subject
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Sample Consent Form for *Measuring the incessant need of social media as a marketing and communication tool in a Camp Business.*

You are being invited to participate in a research study. Please take a few moments to read the explanations that follow to help you decide whether to participate or not.

**Description of Study**

I want to explore how social media has grown as a primary tool to communicate, promote, and help run small businesses, specifically Camp Shane. Through my research I would like to compare past and present business tactics and show how they have evolved. And through this evolvement I will demonstrate the growth of social media and its involvement. The primary company I am going to refer to throughout the research is Camp Shane, a company that has been in business for 46 years. Through questions I ask the owners and director, research, and analysis I plan to come to a strong conclusion about social media and its role in small businesses.

1. **What is this form?**

   This form is called a Consent Form. It will give you information about the study so you can make an informed decision about your participation in this research.

2. **Who is eligible to participate?**

   Long time employees of Camp Shane, specifically those in high positions of power.

4. **Where will the study take place and how long will it last?**

   Face to face interview will take place in the corporate office locating in Croton on Hudson New York. The interview will last a maximum of one hour.

**What will I be asked to do?**

As a voluntary member of this study you will be asked series of questions about the company in terms of its growth, marketing tactics, communication methods, and social media involvement.

**Risks and Discomforts**

*There will be no intended risk or discomforts. I am simply going to ask questions about the company.*
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Possible Benefits

As employees of the company, the research I compile can be used to implement newer ways of marketing and communicating with clientele.

Confidentiality of Records

All information provided will be used strictly for scholarly purposes and will be kept in confidence. I will not mention any personal or confidential information unless requested and given permission to.

Contact Information for Researcher (include SUNYIT email address) and IRB Chair

Brownde@sunyit.edu, browndarilyn@yahoo.com

Russell L. Kahn, PhD
email: russ@sunyit.edu
phone: 315 792-7438
Associate Professor Information Design and Technology
SUNY Polytechnic Institute
100 Seymour Road
Utica, NY 13502

Statement that Research is Voluntary

I ____________ agree to participate in this research study on a voluntary basis. I understand the information I am providing will be used for a scholarly purpose and I will participate will full cooperation.

Statement of Consent

I have read the above information, and have received answers to any questions I have asked. I freely consent to take part in the study.

Your Signature ___________________________ Date _________________
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Appendix D

FORM A-1

SUNY Institute of Technology

Request for Expedited Review of Research Certification Form

Research activities that (1) present no more than minimal risk to human subjects, and (2) involve only procedures listed in the allowable categories of research may be approved by the IRB through the expedited review procedure. Activities listed should not be deemed to be of minimal risk simply because they are included on the list. Inclusion on the list merely means that the activity is eligible for review through the expedited review procedure when the specific circumstances of the proposed research involve no more than minimal risk to human subjects.

Use this form to indicate the category of research which you think may qualify for expedited review. Follow the instructions and submit the completed form and any other required documents electronically to: IRB@sunyit.edu.

Researcher or Faculty Member Name – Russell Kahn and Ryan Lizardi

Student Researcher Name – Darilyn Brown

Title of Proposal - Click here to enter text. Measuring the incessant need of social media as a marketing and communication tool in a Camp Business.

INSTRUCTIONS:
1. Please answer the three Expedited Review Criteria questions by placing a checkmark in the appropriate boxes.
2. Identify, by checkmark, the Expedited Review Category that applies to this research activity.
4. Complete and attach Form A-3 Consent Form.

EXPEDITED REVIEW CRITERIA

1. The research is no more than minimal risk.
   □ YES  X NO
2. The research is not classified.
   □ YES  X NO
3. Identification of the subjects, and/or their responses might reasonably place them at risk of criminal or civil liability or may be damaging to the subject (s) financial standing, employability, insurability, reputation or be stigmatizing.
   X NO
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☐ YES (If YES, have reasonable and appropriate protections been implemented so that risks related to invasion of privacy and breach of confidentiality are no greater than minimal? Describe these protections.)

ELIGIBLE CATEGORIES

☐ 1. Clinical studies of drugs and medical devices only when condition (a) or (b) is met.
   (a). Research on drugs for which an investigational new drug application (21 CFR Part 312) is not required.
   (b). Research on medical devices for which:
   (1). an investigational device exemption application (21 CFR Part 812) is not required; or,
   (2). the medical device is cleared/approved for marketing and the medical device is being used in accordance with its cleared/approved labeling.

☐ 2. Collection of blood samples by finger, heel, or ear stick, or vein-puncture as follows:
   (a). From healthy, non-pregnant adults who weigh at least 110 pounds. For these subjects, the amounts drawn may not exceed 550ml in an 8 week period and collection may not occur more frequently than 2 times per week; or
   (b). From other adults and children considering the age, weight, and health of the subjects, the collection procedure, the amount of blood to be collected, and the frequency with which it will be collected. For these subjects, the amount drawn may not exceed the lesser of 50 ml or 3 ml per kg in an 8 week period and collection may not occur more frequently than 2 times per week.

☐ 3. Prospective collection of biological specimens for research purposes by noninvasive means.

☐ 4. Collection of data through noninvasive procedures (not involving general anesthesia or sedation) routinely employed in clinical practice, excluding procedures involving x-rays or microwaves. Where medical devise are employed, they must be cleared/approved for marketing. (Studies intended to evaluate the safety and effectiveness of the medical device are not generally eligible for expedited review, including studies of cleared medical devices for new indications.)

☐ 5. Research involving materials (data, documents, records, or specimens) that have been collected or will be collected solely for non-research purposes (such as medical treatment or diagnosis). (NOTE - some research in this category may be exempt from the HHS regulations for the protection of human subjects (45 CFR 46.101 (b) (4)). This listing refers only to research that is not exempt.)

X 6. Collection of data from voice, video, digital, or image recordings made for research purposes.

X 7. Research on individual or group characteristics or behavior (including, but not limited to, research on perception, cognition, motivation, identity, language, communication,
Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

cultural beliefs or practices, and social behavior) or research employing survey, interview, oral history, focus group, program evaluation, human factors evaluation, or quality assurance methodologies. (NOTE – some research in this category may be exempt from the HHS regulations for the protection of human subjects (45 CFR 46.101 (b) (4)). This listing refers only to research that is not exempt.)

☐ 8. Continuing review of research previously approved by the convened IRB.
   (a) Where:
      (1) The research is permanently closed to the enrollment of new subjects.
      (2) All subjects have completed all research related interventions; AND
      (3) The research remains active only for long term follow up of subjects; OR
   (b) Where no subjects have been enrolled and no additional risks have been identified; OR
   (c) Where the remaining research activities are limited to data analysis.

☐ 9. Continuing review of research, not conducted under an investigational new drug application or investigational device exemption where categories two (2) through eight (8) above do not apply but the IRB had determined and documented at a convened meeting that the research involves no greater than minimal risk and no additional risks have been identified.

<table>
<thead>
<tr>
<th>FOR IRB USE ONLY</th>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risks to participants are minimized by using procedures which are consistent with sound research design and do not unnecessarily expose participants to risk.</td>
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<tr>
<td>Risks to participants are minimized whenever appropriate, by using procedures already being performed on the participants for diagnostic or treatment purposes.</td>
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<tr>
<td>Risks to participants are reasonable in relation to anticipated benefits, if any, to participants, and the importance of the knowledge that may reasonably be expected to result.</td>
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<tr>
<td>Selection of participants is equitable, taking into account the purposes of the research, the setting in which the research will be conducted, the special problems of research involving vulnerable populations, the selection criteria, and the recruitment procedures.</td>
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<tr>
<td>Informed consent will be sought from each prospective subject or the subject’s legally authorized representative, in accordance with, and to the extent required by regulations.</td>
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<tr>
<td>When appropriate, the research plan makes adequate provision for monitoring the data collected to ensure the safety of participants.</td>
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<tr>
<td>When appropriate, there are adequate provisions to protect the privacy of participants and to maintain the confidentiality of data.</td>
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Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

When some or all of the participants are likely to be vulnerable to coercion or undue influence, such as children, prisoners, pregnant women, mentally disabled persons, or economically or educationally disadvantaged persons, additional safeguards have been included in the study to protect the rights and welfare of these participants.

<table>
<thead>
<tr>
<th>If the reviewer answered NO to any of the above, the research activity cannot be approved through the Expedited review procedure.</th>
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<tbody>
<tr>
<td>1. Risk Evaluation:</td>
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<tr>
<td>2. Consent Form:</td>
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<td>3. Child Assent:</td>
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<td>4. Regulatory requirements of subparts B and/or D satisfied</td>
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<tr>
<td>5. Request for Expedited Review:</td>
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<tr>
<td>(refer to Full IRB)</td>
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<tr>
<td>6. Expedited review categories:</td>
</tr>
</tbody>
</table>

7. ☐ I certify that I do not have any conflict of interest related to this research or my review of the research.

8. Comments:

Reviewer 1 Name/Date:

Reviewer 2 Name/Date:

Reviewer 3 Name/Date:
Measuring the incessant need of Social Media as a marketing and communication tool in a small camp business.

Appendix E

Cataloging Worksheet

Author: Darily E. Brown

Title: Measuring the incessant need of Social media as a marketing and communication tool in a small camp business

Keywords: social media, Facebook, Instagram, Twitter, Constant Contact, email, Camp Shane, weight loss camp, small business, marketing, communication, email marketing, internet, world wide web, social platforms, analytics, statistics, social media strategy, social media manager, campers, families, business, company, post, content, presence, community, engagement,