1. Introduction

In the past few years, social network services (SNSs) have gained much popularity and consequently become a part of people's daily routines. Their dramatic diffusion and growing influence on society have increased the commercial value of SNSs. In accordance with this trend, many firms have competitively sought and evaluated the potential benefits of SNSs to achieve their commercial goals. As a result, an increasing number of firms have created community pages in public SNSs (e.g., Facebook and Twitter). These corporate SNS pages are a new way to manage relationships with customers and improve brand image, thus further enhancing customer loyalty and encouraging positive word-of-mouth (WOM) recommendations. Moreover, recent trends show the high business value of corporate SNS pages, which generate a significant proportion of e-commerce traffic. In summary, corporate SNS pages have become an essential part of businesses.

Despite their increasing reliance on corporate SNS pages for business, most companies find it difficult to achieve all of the desired benefits by using a corporate SNS page. For example, Gartner [26] estimated that 80% of social business initiatives will not achieve their intended benefits because of inadequate management and an overemphasis on technology. In addition, according to a survey by Manta [51], 61% of small and medium-sized companies have seen no return on their social media investment. This significant gap between expectation and reality, as a phenomenon, has not yet been examined by information system (IS) scholars. So far, most IS scholars have focused on user behavior in general SNS settings. This is because, at least during the early period of SNS diffusion, they viewed SNSs as communities for human interaction with no commercial purpose. However, consumers have used SNSs to ask companies about their favorite products, access information, participate in company-sponsored events, and communicate with peers of the same corporate SNS page.

In order to enhance the commercial use and value of a corporate SNS page, many firms are agonizing about the ways to induce more people to join and continuously visit their SNS pages. As an example of such activity, firms often offer advantageous incentives such as free prize lottery events. These phenomena raise two important questions for research. First, do people actually perceive...
Social networking services (SNSs) are “applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles, and sending e-mails and instant messages between each other” [35, p. 63]. This information technology provides a new way for organizations to become involved with users. At present, 87% of Fortune Global 100 companies have hosted their communities on at least one SNS platform to engage with users [9]. Furthermore, 10% of these companies have multiple accounts on Twitter, Facebook, and YouTube, to meet the diverse needs and interests of users. The size of corporate SNS pages has also increased quickly. For example, the average number of corporate Facebook page followers increased by 275% between 2010 and 2012.

Corporate SNS pages offer several benefits. First, they provide an additional communication channel and link to devoted users [32]. Second, they help firms enhance brand image by managing customer relationships, thereby increasing sales and reducing the cost of retaining customers [4]. Third, firms can easily engage with users through corporate SNS pages. New postings are shared directly with users who follow the firm. Fourth, corporate SNS pages help build a trusted location for sharing information related to certain firms. Users are more likely to perceive such consumer-dominated communication channels as reliable [58]. Finally, corporate SNS pages enable firms to access people who are not interested in their work, as the long chain of followers’ friendships helps to diffuse information [66]. Peer recommendations made through an SNS also have a significant impact on the behavior of members’ friends [61].

As a result of a number of corporate ISs, SNS pages provide critical elements that can help achieve success; they should therefore be properly managed to exploit such factors. According to DeLone and McLean [19], the measure that should be chosen for system success depends on the objective of the study. This study proposes end users’ continuance intention as a success measure for corporate SNS pages for the following reasons. First, the primary reason for implementing a corporate SNS page is to build and manage excellent long-term relationships with users [35]. Having a good relationship with customers is helpful for firms in many ways. For example, a positive company image will influence users, making them more likely to intend to purchase the firm’s products. Second, the value of corporate SNS pages is judged by the number of users who visit those pages repeatedly. A sufficient number of users should continuously visit the page and share their opinions [71]; otherwise, a corporate SNS page will lose its value and impact. Finally, continued customer usage has a direct impact on company costs. Acquiring new customers costs five times as much as retaining existing customers [54]. Thus, IS continuance is considered an appropriate success measure for corporate SNS pages.

2. Theoretical background

2.1. Corporate SNS pages

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