

**COMMUNITY EVENTS AND THE ADOPTION
OF SOCIAL MEDIA**

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Abstract

The technological capabilities and popularity of social media applications such Facebook, Twitter and Instagram are rapidly increasing with technological advances. More individuals are using these applications to communicate with friends and family, share photos, and to post reviews of products and services. Social media use is also important within business environments to enhance marketing and communication processes. Organisations need to adopt these applications to remain relevant within the rapidly growing social media landscape.

Despite their importance for local populations, community events in general, and their use of social media, have received little academic attention. Community events play a key role towards fostering local identity and culture, supporting the local well-being and the economy, and promoting social interactions. Through adopting social media, community events can reach a wider audience to increase event attendance, communicate with event organizers and volunteers, and conduct research to better understand their event attendees.

This thesis applies the Information and Communication Technologies (ICT) adoption theories of Rogers' (1995) Adoption and Diffusion of Innovation Theory, and Davis' (1986) Technology Acceptance Model to the context of community events to understand social media use. Community events exhibit characteristics that differentiate their managerial and organisational processes from many businesses where ICT adoption theories have been applied.

Two research objectives are explored: 1) Assessing the level of 'best practice' use of social media by community event organisers, 2) Determining the influence of the ICT adoption variables on social media use by community events. Through exploratory interviews with event experts, a definition of 'community events' was established, and additional factors that may influence community events use of social media were identified. Data to address the research objectives was collected from two sources. First, 114 community event organisers within New Zealand completed an online-survey to understand ICT adoption characteristics that support their social media use. Second, a social media best practice framework was developed to validate social application use rather than relying on organisers 'self-appraisal' of use. Using the framework, a systematic analysis of the events'

Facebook, Instagram and Twitter pages was conducted. The ICT adoption characteristics by respondents were correlated with their social media best practice results through linear regression. A positive relationship was shown between adoption variables and social media use.

The findings aligned with existing ICT adoption research. The results showed events that exhibit the ICT adoption variables more positively presented a higher best practice score of social media. However, despite the positive relationship exhibited, community event respondents, overall, had only low to satisfactory use of social media. The best practice social media use was influenced by the difference between community events and competitive businesses. For example, community events often have limited resources due to their reliance on donations, grants and volunteer support. Structured business processes and strategy are not formalised due to their non-profitable or non-competitive motives. In addition, the timing of community event delivery affect staff availability and task completion. This influenced challenges towards successfully adopting and using social media to support community events.

This thesis identifies the importance of validating applications use when applying ICT adoption theories to research. The social media best practice framework developed provides preliminary measures to understand social media usage which could be applied to different business environments. Further understanding of community event's resource availability, staffing and recruitment processes and timing will enable a greater understanding of factors that can influence adoption of systems in less traditional contexts. Findings and recommendations provided within this thesis will support community events use of social media. This ensures community events are relevant and obtain the benefits of being present within the growing social media environment.

Keywords: Social Media, Community, Events, ICT Adoption, Technology, Best Practice

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Table of Contents

Abstract	ii
Acknowledgements	iv
List of Figures	vii
List of tables	viii
Appendices	x
List of Acronyms	x
Chapter 1: Introduction	1
1.1 Overview	1
1.2 Research Aim, Objectives and Hypotheses	3
1.3 Research Context.....	3
1.3.1 ICT adoption theories.....	3
1.3.2 Social Media.....	4
1.3.3 Community events.....	5
1.4 Methodology	5
1.4.1 Data analysis	6
1.5 Thesis Structure	7
Chapter 2: Literature Review	9
2.1 Introduction	9
2.2 ICT Adoption Theories.....	10
2.2.1 Early ICT adoption theories	11
2.2.1.1 Adoption and Diffusions of Innovation Theory (Rogers, 1995).....	11
2.2.1.2 Technology Acceptance Model (Davis, 1986)	14
2.2.2 Development of ICT adoption theories	15
2.2.2.1 Selection of ICT theories and variables	16
2.2.3 Critique of ICT adoption theories	20
2.2.4 ICT Adoption and Social media	21
2.3 Social media	22
2.3.1 Defining Social Media	22
2.3.2 Social Media Applications	24
2.3.3 Social media benefits and challenges	26
2.3.4 Social media and community events	30
2.4 Community events.....	31
2.4.1 Overview of Events	31
2.4.2 Community events.....	32
2.4.3 Event management	35
2.5 Conceptual Framework	37
2.6 Conclusion.....	40
Chapter 3: Methodology.....	41
3.1 Introduction	41
3.2 Research Paradigm	41
3.3 Quantitative Research Methods.....	43
3.4 Exploratory interviews	44
3.4.1 Community event characteristics	44
3.5 Research Design	46
3.5.1 Sampling frame	47
3.5.2 Survey design	51
3.5.3 Best Practice Social Media analysis approach	57
3.5.4 Data Analysis and hypothesis.....	66
3.6 Strengths and limitations of methodology	70

3.7 Conclusion.....	72
Chapter 4: Findings	73
4.1 Introduction	73
4.2 Response Analysis.....	73
4.3 Respondent profile.....	75
4.3.1 Types of community events	75
4.3.2 Event characteristics.....	75
4.3.3 Respondents personal use of Social Media	80
4.4 Preliminary analysis	81
4.4.1 Validity and Reliability tests	81
4.4.2 Tests of Normality.....	84
4.5 Best Practice Social media use	84
4.5.1 Overall adoption of Social media	85
4.5.2 Social media applications used.....	86
4.5.3 Purpose of use	87
4.5.4 Distribution of event details	88
4.6 Best practice use of individual applications	89
4.6.1 Facebook	91
4.6.2 Instagram.....	94
4.6.3 Twitter	96
4.7 Understanding social media adoption.....	98
4.7.1 Hypothesis statistical validation.....	99
4.7.2 Event Characteristics	102
4.8 Conclusion.....	105
Chapter 5: Discussion.....	106
5.1 Introduction	106
5.2 Social media use by community events.....	107
5.3 Adoption of Social Media	114
5.3.1 Overview of ICT adoption and Social media	114
5.3.2 Perceived usefulness	115
5.3.3 Compatibility.....	116
5.3.4 Ease of use/complexity.....	117
5.3.5 Resources	118
5.3.6 Organisational support	119
5.3.7 Personality.....	120
5.4 Conclusion.....	121
Chapter 6: Conclusion.....	122
6.1 Introduction	122
6.2 Concluding the research objectives	123
6.3 Implications	127
6.3.1 Barriers of use	127
6.3.2 Adapted social media best practice framework.....	129
6.4 Theoretical contribution	133
6.5 Industry contribution	134
6.6 Future Research	135
6.7 Conclusion.....	138
Appendices.....	140
References.....	154

List of Figures

Figure 2.1: Literature review Venn Diagram	9
Figure 2.2: The paradigm of ICT Adoption	11
Figure 2.3: Social media ecosystem	24
Figure 2.4: Monthly visitors to Twitter, Instagram, YouTube, and Facebook sites	25
Figure 2.5: Instagram business page metrics	27
Figure 2.6: Facebook Business page metrics	27
Figure 2.7: Portfolio of events	32
Figure 2.8: Staff increase for the 2012 Olympic Games	36
Figure 2.9: Conceptual framework	39
Figure 3.1: Research design process	47
Figure 3.2: Community event sample frame locations	49
Figure 3.3: Facebook best practice framework	62
Figure 3.4: Instagram Best Practice Framework	63
Figure 3.5: Twitter Best Practice Framework	64
Figure 3.6: Best practice calculation	65
Figure 3.7: Analytical framework	68
Figure 4.1: Timing of events	79
Figure 4.2: Dispersion of Social media best practice scores by community events	85
Figure 4.3: Social media applications used	86
Figure 4.4: Number of applications used	87
Figure 4.5: Event details provided	88
Figure 4.6: Illustration of best practice use	90
Figure 4.7: Facebook best practice summary	93
Figure 4.8: Instagram best practice summary	95
Figure 4.9: Twitter best practice summary	97
Figure 5.1: Summary of best practice social media use by community events	108
Figure 5.2: Embedded Facebook and event specific webpage	109
Figure 6.1: Community event social media best practice framework	131
Figure 6.1: Community event social media best practice framework (cont.)	132

List of tables

Table 2.1: Definitions of Rogers' (1995) ICT adoption variables	12
Table 2.2: External variables (Rogers, 1995)	13
Table 2.3: Definitions of Davis (1986) ICT adoption variables	14
Table 2.4: Overlap of ICT adoption theories	18
Table 2.5: Overlap ICT adoption variables	19
Table 2.6: Simplified Community Event Characteristics	34
Table 3.1: Exploratory interview findings: Community event characteristics	45
Table 3.2: Event type description	50
Table 3.3: ICT Adoption Variable Measures	54
Table 3.3: ICT Adoption Variable Measures (cont.)	55
Table 3.4: Community event variables	56
Table 3.4: Best practice frequency of posts	59
Table 3.5: Best practice social media use for events	60
Table 3.6: Research Hypotheses	69
Table 4.1: Response overview	74
Table 4.2: Types of community events	75
Table 4.3: Frequency of community events	76
Table 4.4: Length of community events	76
Table 4.5: Size of event committee	77
Table 4.6: Use of volunteers within event committee	77
Table 4.7: Entrance fee requirement	78
Table 4.8: Social media personal use	80
Table 4.9: Manages other social media business pages	80
Table 4.10: Convergent validity test results	82
Table 4.11: Collinearity Statistics	83
Table 4.12: Cronbach's alpha test of reliability	83
Table 4.13: Tests of Normality	84
Table 4.14: Descriptive Statistics of social media best practice by respondents	85
Table 4.15: Descriptive Statistics of social media best practice scores	86

Table 4.16: Respondents social media application choice	87
Table 4.17: Purpose of Social Media use	88
Table 4.18: Respondents Best practice score for individual applications	89
Table 4.19: Users only Best practice score for individual applications	90
Table 4.20: Facebook best practice analysis	91
Table 4.20: Facebook best practice analysis (cont.)	92
Table 4.21: Instagram best practice analysis	94
Table 4.22: Twitter best practice analysis	96
Table 4.23: Hypothesis outcomes	98
Table 4.24: Event committee size and social media use	102
Table 4.25: Event frequency and social media use	103
Table 4.26: Volunteer Committee and social media use	103
Table 4.27: Entrance fee and social media use	104
Table 4.28: Type of event and social media use	104
Table 5.1: Summary of Social media best practice	107
Table 5.2: Summary post frequency	110
Table 5.3: Variance and Beta (β) values	114
Table 5.4: Summary of best practice social media mean scores	115
Table 6.1: Future research metrics	136

Appendices

Appendix A: <i>Exploratory Interview Questions</i>	141
Appendix B: <i>Exploratory interview HEC consent form</i>	142
Appendix C: <i>Exploratory interviews participant information forms</i>	143
Appendix D: <i>E-survey Participant information form</i>	144
Appendix E: <i>Quantitative E-Survey</i>	145

List of Acronyms

ICT: Information and Communication Technologies
UGC: User Generated Content
SME: Small and Medium-size enterprises
ERP: Enterprise Resource Planning
CEO: Chief Executive Officer
TAM: Technology Acceptance Model (Davis, 1986)
B2B: Business to business communication
B2C: Business to customer communication
C2C: Customer to customer communication
SPSS: Statistical Package for the Social Sciences (data analysis software)
WOM: Word of Mouth

Chapter 1: Introduction

1.1 Overview

Social media applications such as Facebook, Instagram and Twitter are being used by all types of business as tools to help enhance competitiveness. This thesis investigates the adoption of social media within community events through application of Rogers' (1995) and Davis' (1986) Information and Communication Technologies (ICT) adoption theories. This investigation facilitates an understanding of the managerial behavior and organisational characteristics that support and deter social media use by community event organisers.

Social media applications allow organisations to enhance their communication, marketing and research capabilities as they enable messages and content to reach local and global audiences and can facilitate users to act as co-producers of products. Users share feedback, suggestions or opinions on different topics to influence decisions and product developments (Hanna, Rohm & Crittenden, 2011). The use of social media applications for promotional, marketing and communication opportunities are perceived a low-cost and high-return investment (Michaelidou, Siamagka & Christodoulides, 2011). More users are valuing the information distributed on the applications over traditional marketing channels. Individuals' usage of social media has experienced substantial growth (Mangukiya, 2016) which has promoted its importance within academic research, both in business and managerial contexts, and within the greater social sciences (Leonardi, Huysman & Steinfield, 2013).

Community events play a key role in supporting a region's economy, strengthening cultural identity, and enhancing a destination as a better place to live, work and study. Community events are developed, organised and run by locals for the benefit of the residents. There is a portfolio of event types within the community event landscape including markets, fundraisers, educational and celebratory events. An emerging area of academic research is understanding the characteristics of community events such as managerial processes, resource acquisition and marketing capabilities. Community events differ from mega-events such as the Olympics due to their size, resource availability, organisational structures and the outcomes sought. These events often rely upon a volunteer organisational committee which can affect the development and use of traditional business strategies. Social media can be used to support business processes within the events, specifically for

communication and for marketing. The applications are considered low cost to implement and can distribute content to a wide audience which is valuable to not-for-profit, volunteer, start-up businesses and organisations with limited resources (Grant Thornton, 2013).

ICT adoption theories are a popular approach for understanding the acceptance or rejection of a technology within an organisation (Jeyaraj, Rottman & Lacity, 2006). Multiple ICT adoption theories exist within literature, all recognizing different organisational and management approaches, capabilities, variables and the resulting effect on the level of adoption. Rogers' (1995) Adoption and Diffusion of Innovation Theory, and Davis' (1986) Technology Acceptance Model are the most cited ICT adoption theories within literature (Pan & Dong, 2016; Jeyaraj et al., 2006). Jeyaraj et al., (2006, p.2) describes the underlining paradigm of ICT adoption theory as:

“Organisations that have a greater quantity of ‘The Right Stuff’ (i.e. greater innovation-related needs and abilities) are expected to exhibit a greater quantity of innovation (i.e. greater frequency, earliness, or extent of adoption)”

The findings of this thesis recognize the initiatives and barriers that effect community event organisers' adoption of social media. As social media capabilities and opportunities increase, and more individuals use social media applications, it is imperative that community events capitalise on the benefits available. Implementation of the study's recommendations will enable greater marketing, communication and distribution of content to be acquired, and therefore increase the success of community events through their social media use.

The remainder of this chapter outlines the thesis research aim and objectives. Then an overview of the community events context is provided followed by a discussion of the term 'social media'. The ICT adoption theories are described, and the selection variables used within this thesis are provided. A summary of the methodological approach used is then outlined, followed by the thesis structure.

1.2 Research Aim, Objectives and Hypotheses

The research aim is to:

Understand the characteristics that enable or deter the adoption of social media applications by community events

The research objectives are to:

- 1) Assess the level of best practice use of social media applications by community event organisers
- 2) To determine the effects of the ICT adoption variables on social media use by community events.

ICT adoption theories have been applied to understand the success of implementing new technologies in to business environments. Community events present different characteristics and processes from many traditional businesses. Namely due to the combination of volunteer organisational structures, the timing of processes within event delivery, non-competitive outcomes sought, and the access to limited resources. Research hypotheses were determined from existing ICT adoption literature findings, and through consideration of community event characteristics and social media application capabilities. These are provided and described in section 3.5.4.

1.3 Research Context

The research addresses a gap in literature through exploring community events characteristics, and by understanding managerial behaviours that support their social media use through application of ICT adoption theories.

This thesis combines the three research areas of ICT adoption, social media and community events. Each of these research areas are broad and exhibit an array of contrasting definitions and perspectives throughout literature. Combining the terminology, definitions and explanations described in literature the author has delimited the scope of these three key research areas. A summary of each topic is introduced below.

1.3.1 ICT adoption theories

ICT adoption theories are used to better understand characteristics that support or deter the successful implementation and use of a new technology or innovation by an organisation. Rogers (1995, p.2) defined ICT adoption as:

“A decision to implement and make full use of an innovation [technology] as the best course of action available”

This thesis combines two popular ICT adoption theories: Rogers’ (1995) Adoption and diffusion of innovations theory, and Davis’ (1989) Technology Acceptance Model (TAM). Within each theory, different managerial variables are measured to determine likelihood of technology adoption. Variables selected to understand adoption within this thesis include compatibility, ease of use, personality, resources, perceived usefulness and organisational support (Rogers, 1995, Davis, 1989). The research hypotheses predict that community events that favourably support these variables will present a higher adoption of social media.

Both Rogers’ (1995) and Davis’ (1989) theories are still largely applied to understand ICT adoption within different contexts. To better understand community events and social media use, additional variables were incorporated into the study. These were determined from exploratory interviews with event experts and integrated into the conceptual framework.

1.3.2 Social Media

Social media applications are a technological application that facilitate communication and information sharing over the internet (Kaplan & Haenlein, 2010). Kaplan & Haenlein (2010) and Cohen (2011) define social media sites as those that allow user-generated content (UGC) to be shared, and systems that support collaboration between users, they exhibit the following characteristics:

- Publicly accessible
- Content published by users that are not the website developers
- Content is original and creative i.e not direct replication of a news article
- Facilitates peer-to-peer communication

A Social Media Best Practice Framework was developed for this thesis to validate actual social media use by community events. Best practice is defined as:

“A working method or set of working methods that is officially accepted as being the best to use in a particular business or industry, usually described formally and in detail” (CambridgeDictionary, 2017).

Systematic analysis of events social media pages enabled statistical tests to confirm the relationship between ICT adoption variables and actual social media use. In line with other

studies, only Facebook, Instagram and Twitter were analysed in this thesis (Milano, Baggio & Piatelli, 2011; Stankov, Lazic & Dragicevic, 2010).

1.3.3 Community events

The use of literature and exploratory interviews with event experts helped identify the characteristics of community events. Community events such as Thorndon Fair, Plimmerton School Gala and the Wellington Regional Children's Hospital Annual Appeal are vital to the well-being of local populations as they provide employment opportunities, support hobbies and interests such as arts and crafts, enhance a destinations image, and create awareness towards social movements (sustainability, well-being) and charity groups. Community events support a location as being a better place to live, work, study, and can help foster a national identity (Jepsen & Clarke, 2014). This thesis explores community events as they exhibit characteristics, objectives and organisational structures that differ from business environments and larger events.

1.4 Methodology

This thesis is positioned within the post-positivist paradigm which influenced the data collection and analysis processes. The post-positivist approach to research typically uses quantitative methods to understand casual relationships between variables (Jennings, 2001). The post-positive research paradigm is critical of statistical relationships and the predictability of social constructs. It is crucial to incorporate critical realism into the findings and discussion. Critiquing the statistical outcomes through consideration of the key literature, the sample population and research context, facilitates a greater in-depth analysis of relationships (Cavana, Delahaye & Sekaran, 2001).

To meet the research objectives, three stages of data collection were conducted: exploratory expert interviews, quantitative online surveys, and social media best practice use analysis.

Exploratory expert interviews were conducted to better understand community event characteristics due to the limited literature and definitions available. Three participants were selected based on their involvement in designing, marketing and developing community events. The interview findings influenced the sample frame characteristics, selection of variables from within the ICT adoption theory, and the wording of the online survey.

In alignment with existing ICT adoption research, a quantitative approach was conducted through an online-survey developed on Qualtrics (appendix: E). Similar question wording

and survey structure was utilized from existing literature using Davis' (1986) and Roger' (1995) theories. This enabled comparisons between findings with research in other organisational contexts. In total, 114 online-surveys were completed (response rate: 34%) by community event organisers in the key locations of Auckland, Rotorua, Taupo, The Greater Wellington Region, Christchurch and Dunedin.

To validate the level of social media adoption by community events, a Social Media Best Practice Framework was developed (section 3.5.3). Existing literature assumes adoption based on user's self-appraisal of the systems (Sahin, 2006). This thesis however validates the level of adoption to the actual use of the systems through the framework. This facilitated a quantitative and systematic approach correlate the ICT adoption variables with systems use. Best practice criteria were determined from existing literature and included: online presence, accessibility, event details, response rate and frequency of posting. Each events' social media best practice was scored ranging from not exhibited, through to exemplary. Strict ethical considerations and procedures were followed to ensure that privacy and confidentiality of information shared on social media sites was protected.

1.4.1 Data analysis

First, the exploratory interview findings were analysed through grouping key themes discussed by each respondent. These were then divided into sub-categories such as resources, organizational structure and managerial processes to identify the consistent characteristics discussed. These findings were used to define community events and to determine the sample frame criteria.

Second, each respondent's Social Media Best Practice score and survey results were coded in to SPSS. SPSS was chosen for the ability of Qualtrics online-survey data to be input directly, plus the support and access provided by Victoria University of Wellington. This enabled statistical tests to validate the relationship between the ICT adoption variables collected in the online-survey and the social media best practice use. This validated the research hypotheses and identified trends of social media use by community events. Statistical tests comprised of descriptive statistics analysis, correlations and singular linear regression. This data analysis approach aligned with existing measures undertaken in previous ICT adoption literature. Data was tested for normality, reliability and validity prior to statistical analysis to ensure constructs of ICT adoption were effectively measured.

1.5 Thesis Structure

Chapter 2 provides a comprehensive literature review that explores the three key topics of: ICT adoption theories, social media, and community events. First the variables and developments of the ICT adoption theories are presented. Second, the term ‘social media’ is explained, including defining the criteria that determine social media applications and the benefits available. Third, community events are discussed, although there are limited academic definitions and research conducted on this topic. The overlap between these topic areas is recognized throughout the literature, leading to the research gap this thesis addresses. A conceptual framework is presented, illustrating the combination of community event characteristics, selection of ICT adoption variables and their effect on social media adoption.

Chapter 3 outlines the thesis methodology. The post-positivist paradigm which influenced the quantitative approach and analysis is described, followed by the methodological procedures used to collect data. The findings of the exploratory event expert interviews are presented as they influence the sample frame criteria and design of the online survey. The development of the Best Practice Social Media Framework is described. The method to assess the level of social media best practice using the framework is also explained. The research hypotheses are introduced and described. Data analysis methods are then discussed to understand the effects of ICT adoption variables on social media best practice use to test the hypotheses. To conclude the chapter, the strengths and limitations are discussed.

Chapter 4 presents the results of the data analysis. This includes the response rate and representativeness of the sample frame to the wider population. An overview of the sample population is explored, identifying the characteristics of the responding community events. The data used to analyse adoption are then tested for normality, reliability and validity to ensure they effectively measure the key constructs. Respondents use of social media is analysed in-depth through descriptive statistics of the best practice measures. Both a holistic overview of use is presented, followed by an individual analysis of each social media application (Facebook, Instagram, Twitter). Each hypothesis is then validated through linear regression, identifying the significance of each ICT adoption variable has on social media use by community events.

A discussion of the findings is presented in Chapter 5. Using concepts and theory from within social media, community events, and ICT adoption literature, this chapter interprets

the findings. This chapter highlights the uniqueness of community event behavioral and managerial processes that differ from traditional business structures. The social media best practice analysis approach is critiqued, further exploring why specific outcomes or findings may have been exhibited.

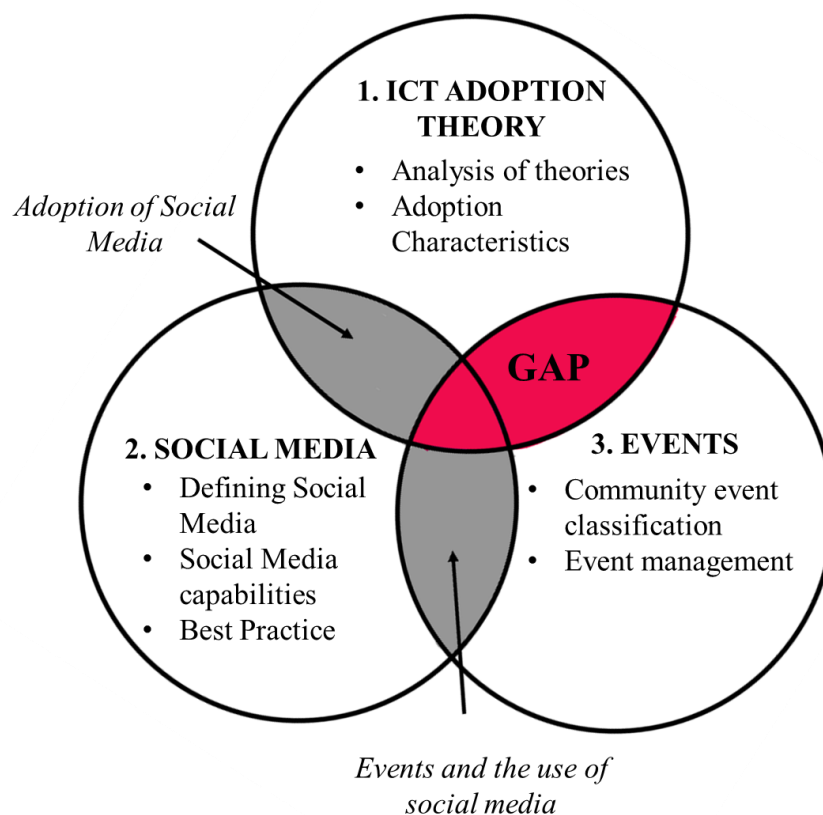
Chapter 6 concludes the thesis through addressing the implications of this findings. This chapter presents the barriers and initiatives supporting social media use by community events. The research objectives and hypothesis are revisited to recognize the contributions this research provides to both academia and community event organisers' use of social media. Recommendations for future research are then presented.

Chapter 2: Literature Review

2.1 Introduction

This thesis contains three main research topic areas: ICT adoption, social media and community events. This chapter examines the relevant literature within these topics to help address the research aim and objectives. The Venn diagram below (figure 2.1) illustrates the overlap and intersection of existing literature. A gap is identified (*coloured red*) within current literature between the three key topic areas. This highlights the research gap the findings of this thesis will explore.

Figure 2.1: Literature review Venn Diagram



The structure of this literature review uses the segments of the Venn diagram, and begins with a discussion on the different ICT adoption theories used in research. The ICT adoption variables used in existing literature are identified and described. The term ‘social media’ is then defined, followed by a description of the technological applications and the capabilities

available for organisations. Finally, events and event management are explored, identifying the characteristics that differentiate community events from larger mega-events. Throughout the chapter, the intersections of the three main topic areas (as presented on figure 2.1) are explored, recognising the limited literature available. These intersections highlight the characteristics that separates this thesis from existing ICT adoption research, and specifically addresses the thesis's research aim and objectives.

2.2 ICT Adoption Theories

As introduced in chapter 1, this thesis uses Rogers' (1995, p.2) definition of ICT adoption:

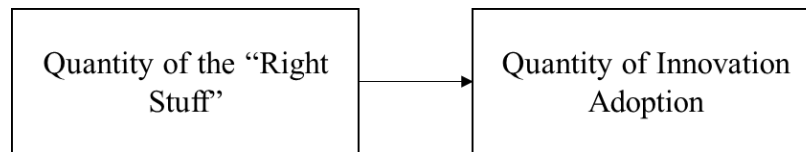
“A decision to implement and make full use of an innovation [technology] as the best course of action available”

Multiple theories of ICT adoption have been developed. These theories are used to understand the managerial and organisational processes that effect successful implementation and use of ICT systems. These theories help understand the external and internal factors that can support or deter the likelihood of successful adoption of ICT within an organisation. It is argued throughout ICT adoption literature that organisations that exhibit specific managerial processes are more likely to accept and adopt ICT systems (Wöber, & Gretzel, 2000; Harrison et al., 1997; Straub, 2009). Managerial processes that affect adoption include: access to resources to support use, the amount of training provided, knowledge of the technological capabilities available and the perceived benefits of the technology. Ahuja & Thatcher (2005) recognized Microsoft, 3M and Nike as organisations that continuously adopt new information and technology systems. These organisations have a higher success of adoption as they foster an innovative culture that encourages initiative and creativity. They have appropriate management support, access to adequate resources, and provide training for employees to use the new technology (Ahuja et al., 2005). The use of adoption theories can also help organisations recognize the barriers that restrict or deter the use of new technologies.

The underlining paradigm of ICT adoption theories is illustrated by Jeyaraj et al., (2006) in figure 2.2. This paradigm presents a relationship between “the right stuff” (i.e. supporting managerial processes) with the level or quantity of adoption. An organisation that has more of “the right stuff” will achieve a higher level of technology adoption. Jeyaraj et al., (2006, p.2) states:

“Organizations that have a greater quantity of ‘The Right Stuff’ (i.e. greater innovation-related needs and managerial abilities) are expected to exhibit a greater quantity of innovation (i.e. greater frequency, earliness, or extent of adoption)”

Figure 2.2: The paradigm of ICT Adoption



Source: Jeyaraj et al., (2006 p.2)

2.2.1 Early ICT adoption theories

The theories used to understand ICT adoption are predominantly formulated from the foundational theories of Rogers’ (1995) Adoption and diffusions of innovations theory and Davis’ (1986) Technology Acceptance Model (Sahin, 2006). These theories are still commonly applied within recent research (Pan & Dong, 2016) and are described in the following section.

2.2.1.1 Adoption and Diffusions of Innovation Theory (Rogers, 1995)

Rogers’ (1995) Adoption and diffusions of innovations theory explores the process of an individual’s willingness to accept and adopt new innovations (Oliveira et al., 2011). Rogers (1995) believes implementing an innovation or technology successfully into an organisation follows four key phases:

1. Knowledge (awareness of the innovation, perceived benefits, need and attitude of change)
2. Persuasion (convincing the organisation and managers to implement),
3. Decision (formalising the implementation criteria) and
4. Confirmation (adoption of the system).

Within the knowledge and persuasion phases, specific variables influence the adoption success. Knowledge includes: personality, organisational culture, recognition of benefits and deviancy. Persuasion includes: relative advantage, compatibility, complexity (defined in table 2.1) (Rogers, 1995; Sahin, 2006). In summary, Rogers’ (1995) theory argues that an innovation is adopted faster and more successfully if the adopter perceives it to provide an advantage to the process it replaces (Buhalis & Deimezi, 2004). The innovation also

needs to be compatible with the existing business processes and organisational culture whilst not exceeding the technological skills of the adopter (Thong, 1999).

Table 2.1: Definitions of Rogers' (1995) ICT adoption variables

Phase:	Characteristic of Innovation:	Description:
Knowledge	Personality	<i>An individual's attitudes towards change and risk taking with new innovations. Also, active participation to seek information about how to use the innovation correctly will increasing adoption likelihood.</i>
	Organization culture	<i>The organizations willingness to accept change and support of innovation. A colleges or peer's beliefs or opinions of an innovation can aid and deter its implementation.</i>
	Recognition of benefits	<i>Identification of consequences, both desirable and undesirable to the business outcomes.</i>
	Deviancy	<i>The influence of societal pressure and media 'hype' effecting choice and belief of innovation outcomes</i>
Persuasion	Relative advantage	<i>"How much better an innovation is perceived to be compared to its predecessor"</i>
	Compatibility	<i>"How consistent an innovation is perceived with regard to existing values"</i>
	Complexity	<i>"How difficult an innovation is perceived to be to learn and use"</i>

Source: Rogers (1995), Sahin (2006)

Rogers' (1995) also describes the influences that external variables can have on the success of ICT adoption (table 2.2). These are the internal structure of the organisation, such as the size and level of autonomy, and the resources available to support the implementation such as time and money.

Table 2.2: External variables

External Variables:	Description:
Internal structure	<i>Business size, management centralisation, level of autonomy, structure and existing knowledge on the innovation.</i>
Resources	<i>Refers to the investment amount, level training and time spent researching the innovation/technology.</i>

Source: Rogers (1995), Sahin (2006)

Rogers' (1995) Adoption and diffusions of innovations theory has been used to analyse the adoption of many different ICT systems in organisations. This includes payroll, accounting software, inventory management systems (Oliveira & Martins, 2011; Jayaraj et al., 2006; Harrison et al., 1997), Intranet and Internet initiatives (Liao et al., 2009; Eder & Igbaria, 2001; Premkumar & Ramamuthy, 1995), Enterprise Resource Planning Systems (Bradford & Florin, 2003; Chang, Cheung, Cheng, & Yeung, 2008) and e-commerce systems (Buhalis & Deimezi, 2004; Agarwal & Prasad, 1998; Huh, Kim & Law, 2009).

Like Jeyaraj et al., (2006)'s paradigm (Figure 2.2), organisations that support Rogers (1995) adoption variables (table 2.1 and table 2.2) are more likely to adopt a new technology or innovation. Harrison et al., (1997) explored small businesses likelihood of adopting new ICT systems. They found that inadequate financial resources and lack of managerial time to support usage had negative consequences on adoption. This aligned with Huh et al., (2009)'s research that predict the success of transitioning a hotel booking system from paper-based to an online database approach. The variable "compatibility" negatively affected adoption as the new system was perceived to be disruptive to existing processes. Systems that are perceived to challenge organisational culture, require extensive training, or change a user's cognitive routines are less likely to be adopted. Organisations need to ensure the innovation does not exceed skills and capabilities of users (Oliveira & Martins, 2011; Huh et al., 2009; Bradford & Florin, 2003). The technology also needs to be perceived beneficial to organisational processes and needs recognisable support from managers (Eder & Igbaria, 2001; Premkumar & Ramamuthy, 1995).

Despite technological advances and increased usage of ICT systems, recent research applying Rogers' (1995) theory presents consistent findings to early literature. Kurnia et al., (2015) explored e-commerce adoption by SME (Small and medium-sized enterprises) grocery stores in Malaysia. They identified that systems that did not align with existing social and cultural norms, were unlikely to be successfully adopted. Kurnia et al., (2015) also highlight the significance of resources required to provide support for the implementation. SME's that allocated resources for systems implementation had a higher adoption likelihood success.

Rogers' (1995) theory is still being applied to understand ICT adoption, however the theory's perceived simplicity and ambiguity of the variables have resulted in adaptations to variable selection used (Jayaraj et al., 2006). Integration of using multiple ICT theories are discussed in section 2.2.2, and the theory is further critiqued in section 2.2.3.

2.2.1.2 Technology Acceptance Model (Davis, 1986)

The second foundational ICT adoption theory is Davis' (1986) Technology Acceptance Model (Pan & Dong, 2016; Sahin, 2006). Adapted from Fishbein and Ajzens (1975) Theory of Reasoned Action, the model recognises the effect an individual's behaviour, attitudes and beliefs towards a system has on influencing adoption.

Davis' (1986) theory has three key variables that influence ICT adoption: perceived usefulness, perceived ease of use, and attitude towards using the system. These are summarised in table 2.3.

Table 2.3: Definitions of Davis (1986) ICT adoption variables

Key Variable	Description:
Perceived usefulness	<i>"The degree to which a person believes that using a particular system would enhance job performance"</i>
Perceived ease of use	<i>"The degree to which a person believes that using a particular system would be free of effort"</i>
Attitude toward using	<i>The positive or negative emotion towards use of the innovation.</i>

Source: Davis (1986, p.320)

Chen et al., (2002) and Lee et al., (2006) describe Davis' (1986) theory as the most influential approach to explaining user acceptance of technology. Due to its simplicity, the Technology Acceptance Model has been applied to understand technology within various industries and contexts including e-retail (Ju & Gwinner, 2003; McKenchie, Winklhofer & Enner, 2006), logistical management (Tung, Chang & Chou, 2008), and hotel inventory systems (Huh et al., 2009; Lee et al., 2006).

Like Rogers' (1995) Adoption and Diffusion of Innovation Theory, Davis' (1986) Technology Acceptance Model also aligns with Jeyarah et al., (2006) ICT adoption paradigm (Figure 2.2). An organisation that positively favours the variables within Davis' (1986) theory are more likely to successfully adopt a technology. For example, a study by Thong & Yap (1995) exploring SME adoptions of ICT identified 'attitude' as a key factor influencing adoption. Individuals that positively favour the new system, and actively use and research the full capabilities available have higher adoption. Thong & Yap (1995) identified personal attitudes towards a system adoption are negatively affected if a technology is perceived to replace an individual's job. This can result in "computer anxiety" or purposeful rejection of the system and deter adoption likelihood. "Ease of use" was identified within Martins, Oliveira & Popovic's (2014) study exploring bank cliental using e-commerce mobile systems. Individuals who found the new system challenging to use, favoured Branch interactions for commerce transactions rather than adopting the mobile system. Similarly, Martins et al., (2014) identified that adoption was more likely if the benefits are communicated and supported by the implementer. If the usefulness of the new system is not recognized by users, then successful adoption is less probable.

2.2.2 Development of ICT adoption theories

More recent research within ICT adoption are integrating variables from both Rogers' (1995) Adoption and Diffusion of Innovation Theory, and Davis' (1986) Technology Acceptance Model (table 2.4, coloured orange). In addition, using variables and concepts from external management theories to deepen analysis are also being applied to the studies (Jeraraj et al., 2006). As stated by Prescott (1995 p.17): "Information Systems researchers have combined [models] with other contexts to provide a richer and more explanatory model". This includes identifying and considering the characteristics of the research environment that may also influence adoption (Prescott, 1995).

2.2.2.1 Selection of ICT theories and variables

To understand the overlap and use of ICT adoption theories and variables, 22 related articles were analysed. Articles were purposefully selected for relevance, between the date range of 2003 to 2017, and were sourced on Google Scholar using the search criteria “ICT Adoption”. It was identified that most research combine multiple theories and variables to contextualise their study. To illustrate the overlap, table 2.4 presents the theories used within each article.

As discussed by Pan & Dong, (2016), the two most cited articles within ICT adoption are Rogers’ (1995) and Davis’ (1986) theories. This was also identified within this analysis. As demonstrated on table 2.4, 50% of the articles incorporate both theories, and 90% use at least one of the theories within their research (marked with a ✓). The overlap between the use of both Rogers’ (1995) and Davis’ (1986) is due to the similarities of the variables identified within each theory. Many academic articles discuss this overlap, as ‘perceived usefulness’ (Davis, 1986) can be associated with Roger’s (1995) variables of ‘recognition of benefits’ and ‘relative advantage’ as they present similar concepts. Davis’ (1986) variable of ‘perceived ease of use’ is aligned with Rogers’ (1995) ‘complexity’ variable (Pan & Dong, 2016; Al-Senaidi, Lin & Poirot, 2009; Sahin, 2006; Thong, 1999).

Table 2.4 also highlights the use of integrating additional managerial theories into ICT adoption study. For example, Liao et al., (2009) combines the Davis’ (1986) Technology Acceptance Model with Oliver’s (1980) Expectation Disconfirmation Theory. This allows for a deeper analysis and understanding of the determinants that effect the likelihood of a systems adoption. This analysis of 22 articles also identified that most ICT adoption research is concerned with SME businesses (Giotopoulos, Kontolaimou, Korra & Tsakanikas, 2017; Muriithi, Horner & Pemberton, 2016, Taylor, 2015; Gareeb & Naicker, 2015; Sam et al., 2012) to identify factors that may affect organisational growth and provide opportunities through new ICT systems. There is also a growing interest in implementing ICT systems into educational environments such as Universities (Al-Hajri & Echhabi, 2017; Muriithi et al., 2006; Liao et al., 2009) and within schools (Wu & Liu, 2015; Arpaci, 2015; Attuquayefio & Aldo, 2014) to support learning and research collaboration.

The individual ICT adoption variables (from within ICT adoption theories) used in each of the 22 articles were also analysed to demonstrate overlap. As presented in table 2.5 (marked with a ✓), most articles combine a selection of multiple variables from different ICT adoption theories. For example, Sabi et al., (2016) uses six variables from Rogers’ (1995)

theory, all three of Davis' (1986). Sam et al., (2012) uses nine variables from Roger's (1995) theory, two from Davis' (1986), plus the additional variables of CEO innovativeness, CEO Knowledge, Manager Support, and Career fit.

Several articles recognise the need for a unifying theory and use of variables that could be applied across all industries, innovation and technology types (Thong, 1999; Prescott, 1995). However, as Downs & Mohr (1976) and Thong (1999) argue, unifying the variables of adoption theories would reduce their ability to identify key characteristics and managerial behaviour in different organisations and business industries.

Table 2.4: Overlap of ICT adoption theories

ICT adoption literature		Theories used to develop Variables									
Author/s	Research Context	Rogers (1995) Innovation Diffusion	Fishbein and Ajzen (1975) Theory of reasoned action	Technology Acceptance Model (Davis, 1986)	Theory of Planned behaviour (Ajzen, 1991)	CEO innovativeness theory (Kitchell, 1997)	Oliver's (1980) expectation disconfirmation	Adoption innovations theory (Eirman, Friedman & Adams, 1995)	Technology, organization, and environment framework (Tornatzky et al. 1990)	Concerns based adoption model (Griffens & Christensen, 1999)	Trandis (1980) Behavioural intention model
<i>Al-Hajri & Echchabi (2017)</i>	Adoption of E-Learning systems in Oman			✓							
<i>Giotopoulos et al. (2017)</i>	Comparison of Large corporations and SME's adoption of ICT (E-commerce and internet systems) in Greece	✓		✓	✓				✓		
<i>Sabi et al. (2016)</i>	Adoption of Cloud-Computing systems and data sharing within the sub-Sahara African education sector	✓		✓							
<i>Muriithi et al. (2016)</i>	Adoption of Information systems technologies by SME's in Kenya to support collaborative research	✓		✓	✓						
<i>Dhaigude et al. (2016)</i>	Adoption of ICT systems within travel and tourism businesses	✓									
<i>Taylor (2015)</i>	SME's adoption of communication technologies in developed and developing countries	✓		✓							
<i>Kurnia et al. (2015)</i>	SME Grocery stores adoption of E-commerce in Malaysia	✓							✓		
<i>Wu & liu (2015)</i>	Elementary school teachers adoption of ICT-mediated teaching/learning systems	✓		✓	✓						
<i>Gareeb & Naicker (2015)</i>	South African SME's adoption of Broadband	✓		✓	✓			✓			
<i>Arpaci (2015)</i>	Adoption of 'Bring Your Own Device' practice within organisations	✓	✓	✓	✓						
<i>Attuquayefio & Addo (2014)</i>	Students Adoption of ICT			✓							
<i>Yang et al. (2014)</i>	Adoption of Mobile Commerce in Singapore	✓		✓							
<i>Sam et al. (2012)</i>	Adoption of accounting systems in Maleeka SME businesses	✓		✓							
<i>Huh et al. (2009)</i>	Hotels adopting reservation systems			✓	✓						
<i>Liao et al. (2009)</i>	IS acceptance and continuance of 'CUS' ("Cyber University" e-learning) program by University students	✓					✓				
<i>Struab (2009)</i>	Teachers adopting ICT programs that support teaching methods	✓		✓						✓	
<i>Chang et al. 2008</i>	Resource inventory management in Hong Kong SMEs	✓									✓
<i>Kim et al. (2008)</i>	Adoption of hotels for using reservation, payroll and inventory information systems			✓							
<i>Lee et al (2006)</i>	Airlines adoption of reservation systems	✓		✓							
<i>Ahuja & Thatcher (2005)</i>	Understanding the gender's differences in acceptance of ICT programs by grads	✓									
<i>Davila & Foster (2005)</i>	Adoption of accounting systems in start up businesses					✓					
<i>Buhalis & Deimezi (2004)</i>	Tourism businesses adopting eCommerce programs in Greece	✓		✓		✓					
<i>Caldeira & Ward (2003)</i>	Successful adoption and use of information systems and technology in manufacturing					✓					

Table 2.5: Overlap ICT adoption variables[illegible]

2.2.3 Critique of ICT adoption theories

ICT adoption theories are used frequently within information systems and business literature to understand and predict the likelihood of technology being successfully implemented and used by organisations. This is due to their perceived simplicity which enables the theories to be applied within different business types (Sahin, 2006; Jeyaraj et al., 2006). As Premkumar & Ramamuthy (1995 p.309) state:

“Research in innovation adoption is multi-disciplinary and extensive, examining various technologies at many levels (society, organizational, individuals)”.

However, this simplicity and use in many contexts has resulted in different selection of variables (table 2.5) and multiple methodologies used throughout literature. This compromises the ability to conduct direct correlations of findings research. For example, to measure Davis’ (1986) variable “ease of use”, Kaplanidou & Vogt (2006 p.211) asked respondents via a Likert scale (agree-disagree) with the phrasing;

“The ability to move through the site to find the required information was excellent”.

However, in a similar study by Woeber and Gretzel (2000 p.117), to measure the same variable, a Likert scale (agree-disagree) was also used, however phrased as:

“All interface can be operated very quickly”.

In addition, some research applies the adoption theories to analyse one specific technological capability in depth (Karahanna, Straub & Chervany. 1999), others look at an overall organisation’s culture and likelihood to exhibit innovative behaviour to adopt many emerging technologies (Thong et al., 1999). The ability to correlate findings between articles is further challenged by a range of coding schemes used to input the data into statistical software packages to test relationships between variables (Jayaraj et al., 2006; Sahin, 2006).

Bias is often present in ICT adoption research as multiple perspectives of an organisation’s behaviour can be ignored. When applying the theory to understand the adoption of a specific system within an industry, only one participant may complete the survey, misrepresenting the overall business (Sahin, 2006). Jayarah et al., (2006 pg.2) state that future research needs to “increase the study of outcomes as a dependent variable in both individual and organisational adoption”.

Existing research also does not correlate perceived use with actual systems use. Most research assumes that when the ‘adoption’ variables are statistically significant, then the organisation or technological system/innovation is being used. Rather than assuming adoption based on the ICT adoption variables, or using respondents ‘self-appraisal’, more research validating the systems use is required (Jeyaraj et al., 2006; Straub et al., 1995). Jeyaraj et al., (2006 p.14) states:

“Actual system use’ is of considerable importance to practitioners since it allows organizations to evaluate the returns of their IT investments. Research on actual system use’ needs to be moved forward, methodologically as well as theoretically, in order to aid such evaluation”.

Furthermore, the ICT adoption assumes “all adoption is good” and takes a ‘pro-innovation’ stance (Jeyaraj et al., 2006). Existing research does not facilitate the ability for respondents to discuss the potential negatives of the technology implementation or use.

2.2.4 ICT Adoption and Social media

This thesis uses ICT adoption theories to understand the use and barriers of social media adoption by community events. As discussed throughout this chapter, and presented in tables 2.4 and 2.5, research is largely concerned with ICT systems including accounting software, payroll, inventory management systems and e-commerce applications. Implementing these types of ICT systems often require high maintenance costs, training and on-going developments which can disrupt business processes and resource availability (Alam & Noor, 2009).

Social media on the contrary, differs, as there are perceived little costs involved, the end-user is not required to manage the technological development or maintenance of the applications. Applying ICT adoption theories to understand social media use is an emerging area of research (Dahl, 2014), however its importance and use is rapidly growing. ‘Social media’ is a term used to describe the collection of online technological applications that allow individuals to communicate and share content with friends, family or to public audiences. On average, 1 million new social media accounts are created daily, this amounts to a new user every 12 seconds (Asano, 2017). The growth and accessibility to high-speed internet has further promoted the up-take and popularity of social media use (Kaplan & Haenlein, 2010). Social media applications such as Facebook, Twitter and Instagram have become intertwined with society’s daily activities. Teenagers on average spend nine hours

daily on social media platforms, in-which 30% of that time is spent communicating with friends through the applications (Asano, 2017).

2.3 Social media

Social media applications are online systems that facilitate interaction with others at both a local level (between friends and family) and within business environments (Acquisti & Gross, 2006). Social media supports communication between business to business (B2B), customer to customer (C2C) and business to consumer (B2C). Social media applications enable greater information distribution globally and enhances traditional marketing and communication channels (Hanna et al., 2011).

The technological advances of the internet have facilitated the establishment of social media applications. The internet has transitioned from a static information dissemination tool, to an interactive and collaborative system for users world-wide (Leiner et al., 2009). This is through Web2.0 technologies which enables user-generated content to be shared online by individuals (discussed in section 2.3.1) globally and in real-time through social media applications (Akehurst, 2009). The earliest social media application ‘weblogs’ (now shortened to ‘blogs’) were created in 1997. This was the first application allowing individuals to share ‘user generated content’ online (Kaplan & Haenlein, 2010). Today social media applications such as Facebook, Instagram and Twitter allow individuals to share content including photos, images and statuses to friends and families. Users can also join online community groups of likeminded people for the sharing of information related to a specific topic (e.g TripAdvisor).

2.3.1 Defining Social Media

As stated by Kaplan & Haenlein (2010 p.60):

“There seems to be a very limited understanding of what the term ‘social media’ exactly means... among managers and academic researchers alike as to what exactly should be included under this term and how social media differ from the seemingly-interchangeable related concepts of Web2.0 and User generated content”.

Web2.0 is the name given to the technological capabilities that enable the collaboration of information online in real-time (Lai & Turban, 2008). Web2.0 sites have an “architecture of participation” that allow ‘user-generated content’ (UGC) to be provided by external

participants (Lai & Turban, 2008). The term ‘user generated content’ is the most recognized concept used to differentiate social media applications from traditional websites (Thackeray et al., 2008). It is used to describe media that is publicly available and created by end users. UGC is associated with social media as it identifies the contributor as providing the content rather than the founders/creators/hosts of specific websites (Kapland & Haenlein, 2010). Kapland & Haelein (2010) define social media as applications that allow user-generated content that must:

- 1) be published on a publicly accessible site,
- 2) exhibit a level of creativity (i.e not a replication of existing news or context),
and
- 3) be created externally to the website host developers

Numerous authors have attempted to define the term ‘social media’ into a more simplistic way. However, the rapid technological developments and growth of applications available have challenged academics to do this. Cohen (2011) combines the 30 most cited definitions of social media from literature and found:

- 1) Social media are online tools, applications, platforms and media, and therefore depend on information technology;
- 2) Social media are peer-to-peer communication channels, which enables the interactive web's content creation, collaboration and exchange by participants and the public. This introduces substantial and pervasive changes to communication between organizations, communities and individuals; and,
- 3) Social media link users to form a virtual community by using cross-platforms, and therefore affect people's behaviours and real life

Kaplan & Haenlan (2010) also recognize the increasing use of defining social media by the technical functions of the systems. Technological functions include Adobe Flash (enables animation, interactivity and audio to sites), RSS (‘Really Simple Syndication’ enables standardization of content), and AJAX (asynchronously retrieves’ data). Other definitions of social media include the notion of platforms that enable story telling (Ploof, 2009), formation of brand-communities (Hanna et al., 2011) and virtual communities (Xiang & Gretzel, 2009).

2.3.2 Social Media Applications

Identifying technological systems that meet the social media definitions presented in academic literature is challenging as more applications are being developed. Traditional static websites are also beginning to enable user-generated content to be shared by customers (e.g product reviews, suggestions and complaints) (Milano et al., 2011). As Hanna et al. (2011 p.270) states:

“There are literally hundreds of different social media platforms; social networking, shared photos, podcasts, streaming videos, wikis, blogs, discussion groups”

Hanna et al., (2011) present a framework to illustrate the different social media applications available. The authors suggest social media needs to be viewed as an ecosystem that requires a consistent strategy across all platforms. Figure 2.3 demonstrates the social media eco-system and how social media applications act as contributors to both internal and external business processes, effecting the level of communication within the business and with stakeholders (customers, partners, competitors).

Figure 2.3: Social media ecosystem

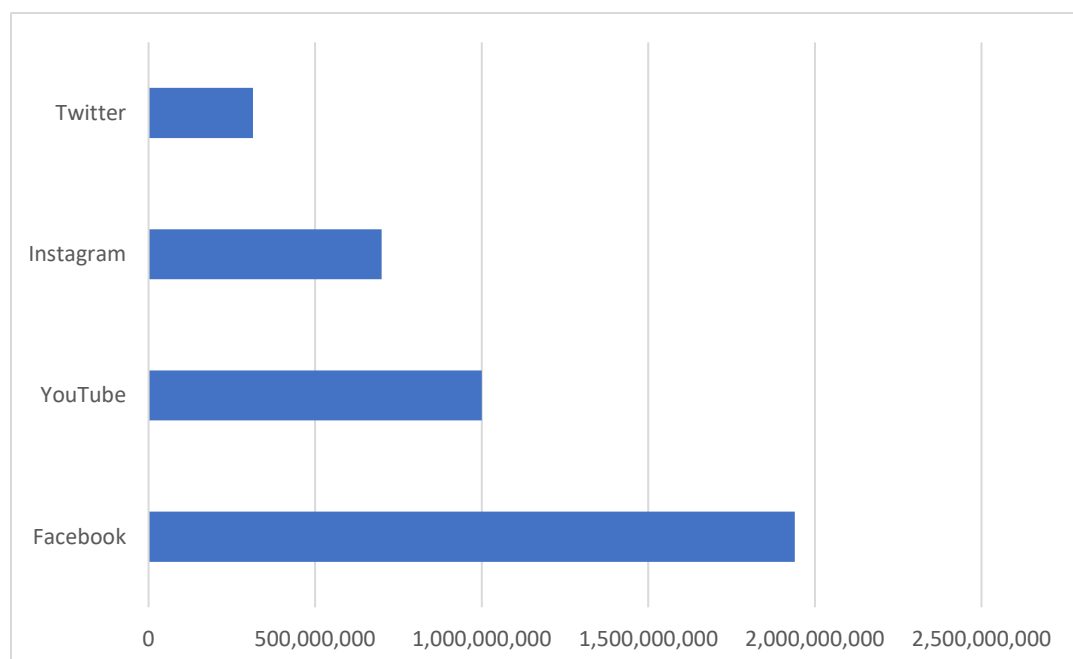


Source: Hanna et al., (2011)

Within business and commerce literature, there are seven main applications frequently discussed and used (Mangold, 2009; Kietzmann et al., 2011; Schivinski & Dabrowski, 2016). These are Facebook (facebook.com), Instagram (instagram.com), Twitter (twitter.com), LinkedIn (linkedin.com), Snapchat (mobile phone application) and YouTube (Youtube.com). Authors researching social media, often reduce the scope of research to a few applications. Milano et al., (2011) discusses how this will reduce ambiguity and to allow for a more in-depth analysis of individual systems. For example, when addressing the effects of social media on travel decision choice, Milano et al., (2011) narrowed social media sites in the study to just Facebook and Twitter. Similarly, Stankov et al., (2010) recognize the portfolio of social media applications that national tourism organizations in Europe can use for marketing, but only explores Facebook usage when collecting and analyzing data. Other articles that delimit social media application to a narrow focus include: Kwok & Yu (2013) and Zonugeneli, Truhas & Antonaki (2011) that look only at Facebook, Miguéns et al., (2008) and Law (2006) explore only TripAdvisor content, and Akehurst (2009) looks only at blog content.

Business insider (2017) determined the most used social media applications are Facebook, YouTube, Instagram and Twitter. The December 2017 monthly statistics of visitors to these sites are presented in figure 2.4, with Facebook having the most use, followed by YouTube, Instagram then Twitter.

Figure 2.4: Monthly visitors to Twitter, Instagram, YouTube, and Facebook sites



Source: *Business insider (December 2016)*

2.3.3 Social media benefits and challenges

Use of social media is perceived beneficial to large multinational corporations, SMEs, and not for profit and government agencies due to their ability to share information globally (Lee, Kim & Lee, 2011). Despite social media applications being relatively new, research within this field is extensive, comprising of literature within multiple contexts and academic disciplines. Within business literature, research is predominantly focused on marketing opportunities including promoting products and services, market research (Thackery et al., 2008; Zeng & Gerritsen, 2014; Michaelidou et al., 2011) communication (Kwok & Yu, 2013; Stankov et al., 2010), and influence on consumer behavior (Litven et al., 2008, Smyth, Wu & Greene, 2010). Businesses are increasingly capitalizing on the marketing opportunities available through social media applications. Milano et al., (2011) discuss the growing popularity of organisations developing ‘groups’ and pages on social media sites for promotion and sourcing feedback on products/services. Distributing content through social media enhances traditional mass marketing processes. As found by Weinberger (2007) and Kwok & Yu (2013) social media has increased communication channels providing a greater market scope reach for businesses. Content shared is distributed in real-time (i.e instantly), providing consumers with up to date information. Complaints and negative reviews shared by consumers online can be also be quickly resolved on social media (O’Connor, 2010) with instant feedback or response.

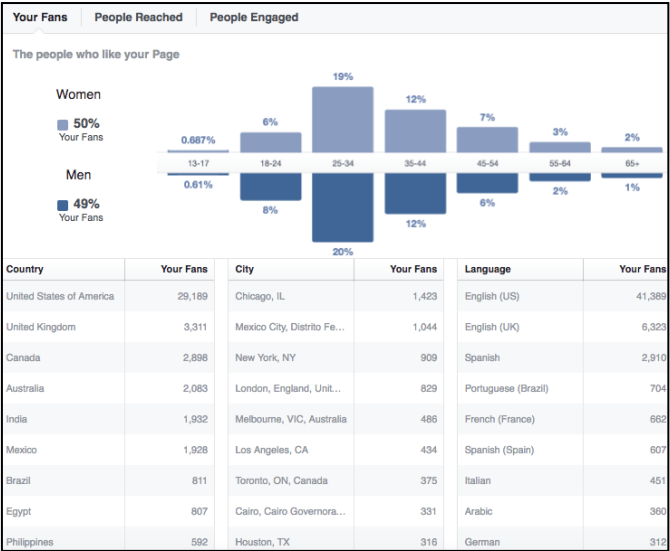
The systems also facilitate users to be the co-producers of promotion through sharing feedback and experiences (Zeng & Gerritsen, 2014). The information shared by users (e.g UGC of photos, feedback, reviews) is used by organizations and academics to understand changing consumer needs and behaviors. Throughout literature, different approaches have been used to analyse UGC including the use of word clouds or measuring text/key word frequency (Sigala, 2011) and quantitative coding of key themes of data into statistical software (Milano et al., 2011). Additional capabilities within social media applications also support market research analysis. For example, on Instagram and Facebook, businesses can now create ‘company pages’. These enable businesses to gather metrics on a posts popularity, behavioural insights of followers (figure 2.5, and figure 2.6), optimal time to post content and enables business information to be shared (hours, location and phone number).

Figure 2.5: Instagram business page metrics



Source: (Instagram, 2017)

Figure 2.6: Facebook Business page metrics



Source: (Facebook, 2017)

The size and complexity of the social media application ecosystem is vast (figure 2.3), providing beneficial capabilities and services to businesses if used correctly. Dahl (2014) and Hanna et al., (2011) advises that businesses create a portfolio of applications to increase their target market scope. Individuals select applications based on online interactions (social norms, and friends and family presence), motivations including diversion, escapism, educational, information seeking and social status improvement (Dahl, 2014). As Dahl (2014, p.87) states “[the social media] landscape is constantly changing and made up of an overabundance of websites with different audiences, motivations and functions”. Therefore, by increasing the scope of applications used, organisations have the potential to reach a wider audience and to also reduce the risk of ‘social information processing theory’ (Khang, ki & Ye, 2012). Social information processing theory is the idea that repetitive media type and layout on one system will lose interest by viewers. The use of multiple applications facilitates different media content types and layout to be distributed, ensuring content remains interesting for users (Khang et al., 2012)

Using social media applications to aid business processes and marketing does however propose some challenges. As found by Akehursk (2009) and Choi, Lehto & Morrison, (2007) conducting market research through the systems can be challenging to locate and interpret user-generated content. Privacy of accounts within these sites can limit access view content on different pages, restricting analysis of UGC (Acquisti & Gross, 2006). Also, identifying a specific target market or sourcing “followers” through the application isn’t always accessible. Although the systems enable businesses to distribute information to an extensive audience, there is no guarantee it is the right audience. As user profiles to these sites are self-created, there is no validation of a user’s age, location, gender, wants or needs. Supplementary research is required by businesses to ensure communication to the actual desired market segment is being reached (Dahl, 2014).

Social media is perceived as a low-cost marketing opportunity for businesses to use. As Stated by Kaplan & Haenlein (2010, p.67):

“Social Media allow firms to engage in timely and direct end-consumer contact at relatively low cost than more traditional communication tools”

The implementation costs for using social media differ from traditional organisational ICT systems which can require expensive hardware, software, maintenance and development costs (e.g inventory stock management systems, intranet, internet and ERP systems) (Alam et al., 2009). To set up a ‘page’ or ‘account’ on many social media applications is free. This

creates a perception that using the applications are a low-cost option. However, developing the content (text, images, videos) to populate a “page” requires planning, and both financial and timely resources. Successful social media pages, namely celebrity pages and large multi-national corporations (Tuten, 2008) have specialised marketing teams dedicated to constructing content that aligns with their business strategy, objectives and values. Although the use of social media is free to set up, and relatively low-cost for ‘basic’ content to be distributed, resources are required for a page to have greater influence.

Dahl (2014) believes that businesses need to master one application prior to using multiple applications (the ecosystem). This ensures that content is being correctly distributed and communicated to consumers and full capabilities are being utilised. Andzulis et al., (2012) recognises that many small organisations are taking an experimental approach to social media. An experimental approach without knowledge or strategy can affect clarity of messages being communicated. Andzulis et al., (2012 p. 307) states:

“It can be questioned if company should even have [social media] pages if they do not have plans of how to update its content...just having a social media presence with no relevant content is the equivalent of being listed in the white pages’ section of the yellow pages.”.

Without a clear strategy, Kaplan and Haenlein (2010) recognise the risk organisations face to their reputation through disclosure of confidential information, out of date, disrespectful or incorrect information. Kaplan and Haenlein (2010 p. 66) state: “first take some time to discover it and learn about its history and basic rules. Once only you have gained the necessary understanding – you can participate”.

Applying ICT adoption theories to understand social media implementation and use is an emerging area of research. Dahl (2014), recognizes the use of Davis’ (1989) Technology Acceptance Model to understand social media use by organisations. Dahl (2014) argues that the variables of “organisational support” and “ease of use” have the greatest impact towards influencing social media uptake. Early adopters of social media by organisations also exhibit innovative behaviour and provide resources to support its use. As technology capabilities increase, and user-interface design becomes more simplistic and transparent, it is likely more individuals and organisations will adopt social media. The ability to construct and share information globally has become more accessible with less extensive technological skills required (Dahl, 2014). Other research combining social media and ICT adoption is largely focused around small to medium enterprises (SMEs). Existing research

explores the innovative and entrepreneurial behaviour for using the systems (Dahnil et al., 2014), and the consumer perspective of using social media as an information source (Munar & Jacobsen, 2014; Sin Tan et al., 2010). The findings of these articles align to the adoption of other technological systems introduced in section 2.2, recognising the importance of systems ease of use, and capability with existing business processes. Additional ‘social media’ specific outcomes were also identified in the research. This included the variable of time to effectively respond to consumer feedback in a timely manner (Munar & Jacobsen, 2014) and social media interface layout effecting adoption (Mergel & Bretschinder, 2013; Hughes & Palen, 2009).

2.3.4 Social media and community events

As recognized throughout literature, having an online presence is crucial to remain relevant within the growing social media landscape (Dahl. 2014). Using social media can enhance marketing opportunities through enabling information to reach a broader audience. Combining social media within the context of events is an emerging topic in academia which largely focuses on mega-events and innovative event developments (Hudson & Hudson, 2013). They discuss how events such as the Bonnaroo Festival provided event goers with Radio-frequency identification wristbands which connected with their Facebook accounts. Attendees could ‘tag’ their location and share their event experience with friends. The Latitude festival in the UK, created an interactive blogging account on ‘Tumblr.com’. Fans checked the blog regularly for updates on the festival happenings during the event. The Latitude Festival also developed an online forum, which attendees could post topics relating to car-pooling, camping, line-up and social groups to help with the logistics of the event (Hudson & Hudson, 2013).

Despite the growing interest in events and social media, applying ICT adoption theory within the context of an event’s social media use is very limited. Lee (2017); Paris, Lee & Seery, (2010) use Davis’ (1986) Technology Acceptance Model to understand the consumers’ use of social media to source event information at mega events. This differs from most other (non-event) ICT adoption research (section 2.2) as most literature explores business use rather than the consumers use. The authors both add additional variables unique to the research, in this case the variable “perceived enjoyment [of the social media application]” was included. The key variable influencing use in both Lee (2017) and Paris et al., (2010) was ease of use. Consumers that found the application easy to navigate and locate information, were more likely to use social media.

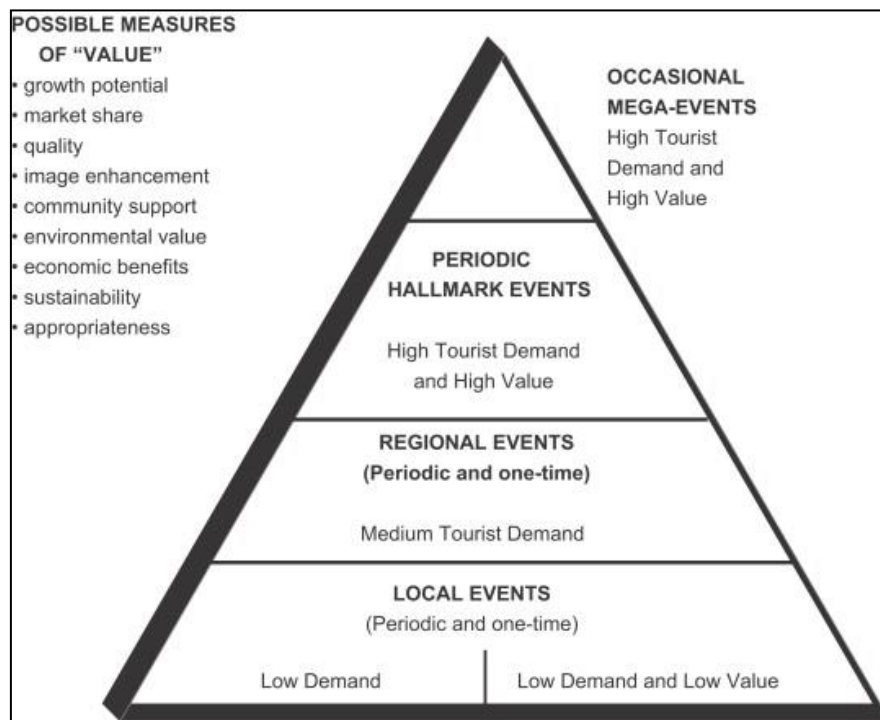
Community events however, exhibit different organisational characteristics than mega-events or competitive businesses, which is discussed throughout the following section. This includes size and structure of event organisations, the timing of processes, access to resources and strategic intention. This proposes additional challenges which may influence the adoption of social media.

2.4 Community events

Understanding community events is an emerging area of research, and as a result has limited definitions and characteristics of this event type. Their importance is recognized by both academics (Getz, 1988) and local and national government agencies (ATEED, n.d) as they support the well-being and image of destinations. The following section provides an overview of events, identifying event classification approaches and the multiple terms and characteristics of community events. Event management processes are then discussed to address the differences between events and competitive business environments which may influence social media adoption.

2.4.1 Overview of Events

Classifying events into specific categories is a continuous challenge faced by academics. This is due to the multitude of events with interrelated characteristics, objectives and management approaches. Different definitions to simplify event types have been formulated throughout literature, however, they are criticized due to the inability of events fitting within one singular category. Events can be classified through the different characteristics they exhibit such as: size, the number of attendees, staff, volunteers, economic contribution to a region, frequency or product (e.g cultural, crafts, arts, sports) (Getz, 1989; Getz, 1991; Li & Petrick, 2005). Getz (2008) introduces the portfolio approach to classifying events by the tourism significance they provide to a destination (figure 2.7). Events can vary from occasional mega-events such as the Olympic Games which create a high tourism demand, to smaller local events, such as a monthly community sewing bee which has low tourism significance. It is important to recognize the simplicity and overlap of these approaches which challenge the ability to classify an event within one definition or criteria. This research is focused on community events, the ‘local events’ type in Getz (2008) portfolio model (figure 2.7). The following section examines the definitions and characteristics of community events presented in literature.

Figure 2.7: Portfolio of events

Getz, (2008, p.407)

2.4.2 Community events

Community events cover a range of events including food festivals (Lewis, 1997), craft fairs, festivals (Huang, Li & Cai, 2010), celebrations, and markets. However, research within community events is relatively limited, with most focused on the benefits these events have for local populations (Lewis, 1997; Clarke & Jepson, 2011; Huang et al., 2010). For example, when exploring community events in a rural setting, Huang et al., (2010) recognizes the significant economic and employment opportunities craft fairs and festivals provide. These events support the local economy by facilitating the sale of regional handmade crafts and local produce. Lewis (1997) explores the creation of a community food festival and identifies the social bonds and mutual respect between different cultures formed through its development. The events are often small in scale, and often only target and attract local residents (Lewis, 1997).

Jepson & Clarke (2014, p.3), states there are “major issues surrounding the definition [of community events]” resulting in haphazard research outcomes and inconsistencies throughout literature. Defining and differentiating community events from all event types is challenging as there is overlap in characteristics. Definitions generally follow a similar theme of recognizing the locals’ contribution needed to support the event, enhancing

wellness and fostering cultural identity. Jepson and Clarke (2014, p.3) use the definition provided by the Department of Culture, Arts and Leisure (2007) throughout their research on community events. This definition is broad in nature, but clearly identifies community events as supporting local identity and well-being:

“A community festival is developed from within a community and should celebrate and positively promote what the community represents. Community festivals are about participation, involvement and the creation of a sense of identity and are important in contributing to the social well-being of a community. They must be initiated and led by a community organisation or a community led partnership”

Getz (1988 p.22) describes community events as those that deliver the following outcomes:

“Leading to enhancement of local democracy (e.g., through the involvement of volunteers), the creation of self-reliant attitudes and actions, and the creation or improvements in the social infrastructure”

Auckland’s Major Event Strategy (ATEED, n.d, p.6) defines community events more broadly as:

“Events that are driven by and supported by local communities and deliver primarily social outcomes in a local area”

From these definitions and other studies, key characteristics of community events have been identified in table 2.6. This illustrates that there is a lack of a clear and consistent definition to categorize this event type. For example, some authors argue that community events are developed to support the tourism industry in the destination through event promotion (Dwyer, Agrusa & Coats, 2011), while others argue that community events are not primarily a tourism focus but recognize the benefits community events can have on the overall tourism sector (Getz & Frisby, 1988; Dwyer et al., 2011; Huang et al., 2010; Li & Vogelsong, 2006).

Table 2.6: Simplified Community Event Characteristics

Category	Key Characteristics	Authors
Resources	Limited resources	<i>Getz & Frisby (1988); Mayfield & Crompton (1995);</i>
	Reliant on grants and donations	<i>Dwyer et al. (2011); Jepson et al. (2008)</i>
Organisational Structure and ownership	Volunteer organization	<i>Getz & Frisby (1988); Halpenny et al. (2013); Huang et al. (2010); Jepson & Clarke (2014); Lewis (1997); Mayfield & Crompton (1995);</i>
	No large commercial affiliation	<i>Getz & Frisby (1988); Halpenny et al. (2013); Jepson & Clarke (2014); Van Winkle (2013)</i>
	Community owned	<i>Getz & Frisby (1988); Huang et al. (2010); Jepson & Clarke (2014); Jepson et al. (2008); Li & Vogelsong (2006);</i>
Time of events	Annual event	<i>Getz & Frisby (1988); Jepson et al. (2008)</i>
	Frequent event	<i>Jepson et al. (2008)</i>
Social Benefits	Supports local interests and hobbies	<i>Dwyer et al. (2011); Getz & Frisby (1988); Halpenny et al. (2013); Jepson & Clarke (2014); Huang et al. (2010); Lewis (1997); Li & Vogelsong (2006); Jepson et al. (2008); Van Winkle (2013)</i>
	Contributes to local community through economic, well-being or social outcomes	<i>Chacko & Schaffer (1993); Dwyer et al. (2011); Getz & Frisby (1988); Hyde et al. (2016); Huang et al. (2010); Jepson & Clarke (2014); Jepson et al. (2008); Lewis (1997); Li & Vogelsong (2006); Halpenny et al. (2013); Li et al. (2009);</i>
	Create a sense of ‘community identity	<i>Dwyer et al. (2011); Jepson & Clarke (2014); Jepson et al. (2008) Huang et al. (2010); Lewis (1997); Li & Vogelsong (2006); Van Winkle et al. (2013) Li et al. (2009);</i>
	Formation of social bonds and cultural understanding	<i>Jepson et al. (2008); Lewis (1997); Li et al. (2009); Van Winkle et al. (2013);</i>
Destination image	Promote the region as a “better place to live”	<i>Dwyer et al. (2011); Getz & Frisby (1988); Huang et al. (2010); Li & Vogelsong (2006); Jepson et al. (2008); Van Winkle et al. (2013);</i>
Attendee profile	The event attendee profile is predominantly local residence	<i>Getz & Frisby (1988); Huang et al. (2010); Mehmetoglu et al. (2001); Van Winkle et al. (2013)</i>
Tourism objectives	Support tourism	<i>Dwyer et al. (2011);</i>
	Non-tourism motivated	<i>Getz & Frisby (1988); Hyde et al. (2016); Huang et al. (2010)</i>

By analysing the characteristics of community events (table 2.6), some key trends are recognised. There is considerable emphasis towards the social benefits they can provide to the host population. It was found a differential element of community events from mega-events is their ability to foster local identity, strengthen social ties and cultural

understanding, and support local hobbies (Getz & Frisby, 1988; Jepson & Clarke, 2014; Dwyer et al., 2011). Community events play a key-role in the well-being of a destination. Health related events, educational activities and social events are developed to support residents rather than to achieve profitable gain (Li et al., 2009).

The organisational structure of community events has received attention throughout literature (table 2.6). Recruitment and staffing is regularly recognised as being dominated by a volunteer base to organize and run the community event (Getz & Frisby, 1988; Jepson & Clarke, 2014; Huang et al., 2010). This proposes challenges around training, acquiring individuals with specific skills, decision making and commitment to the event (Mayfield & Crompton, 1995; Getz & Frisby, 1988). Getz & Frisby (1988) state in community events:

“Most volunteer organizers do not have the time to do basic management tasks. An outcome of the volunteer organizational structure of community events can result in unclear role definitions that change frequently”

Literature (table 2.6) also highlights that community events can have limited access to resources due to their reliance on volunteers, grants and donations (Getz & Frisby, 1988; Mayfield & Crompton, 1995; Halpenny et al., 2013). Resources may also come from event organizers, providing personal goods such as lighting, tables and chairs to help with the setup (Dwyer et al., 2011). As found by Mayfield & Crompton (1995) limited resources can have consequential effects on the events ability to conduct market research and develop innovative processes to support the event development and delivery. Mayfield & Crompton (1995 p.21) state: “These [community] events may have fewer reserve resources upon which to correct mistakes through an inaccurate assessment of visitor’s needs”. However, Mayfield & Crompton (1995) and Getz & Frisby (1998) also recognize that limited resources can create greater urgency to embrace change and foster innovative ideas.

2.4.3 Event management

As this thesis is interested in the adoption of social media by community events, it is important to understand the managerial behaviour and organisational structures within this environment. Events exhibit some characteristics that differ from most competitive businesses that may influence social media use.

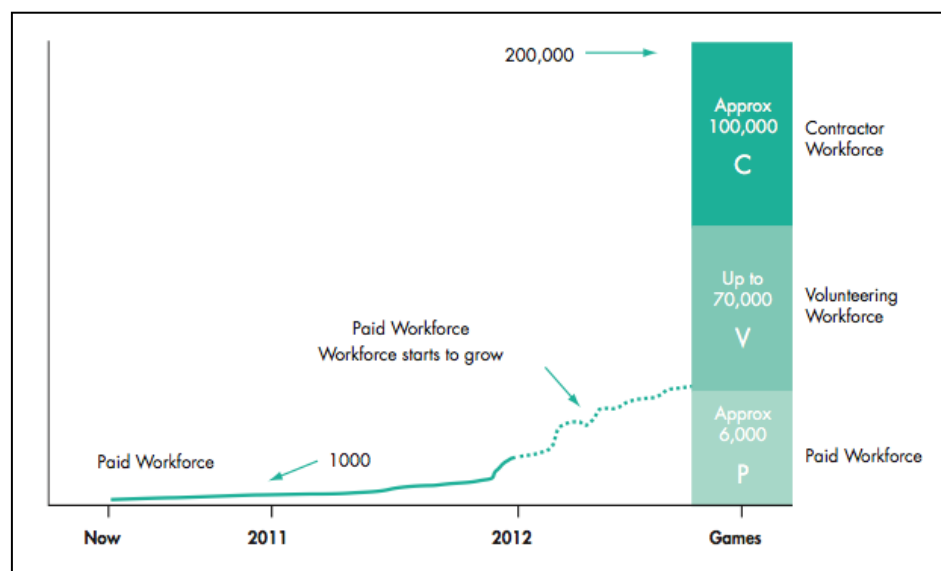
Toffler (1990) introduces the concept of events as a ‘pulsating organisation’ with the staffing numbers expanding and contracting throughout the event timeframe. This can

effect on the availability of staff to conduct marketing and managerial processes. For some small annual events, there may be periods of the year with no staff conducting event associated tasks. Hanlon & Cuskelly (2002, p.231) state that events:

“generally, operate with a small core of personnel for much of the year, expand substantially in the lead up to an event, then afterwards personnel numbers shrink in size”.

This is illustrated in figure 2.8, demonstrating the growth in staff leading up to the 2012 Olympic Games.

Figure 2.8: Staff increase for the 2012 Olympic Games



Source: LOCOG Employment and Skills Strategy (Sept 2010 p.8)

Unlike traditional business structures which are typically stable, event employment is seasonal, disruptive and can exhibit a lack of defined roles and hierarchy. The pulsating structure of events can affect the clarity of the organisations goals, visions and expectations (Hanlon & Cuskelly, 2002). Communication between permanent event staff, stakeholders and volunteers is to ensure the event development and delivery is successful. Hanlon & Jago (2000) recognise the constantly evolving management and staff involved with events as being detrimental to the communication channels and clarity of processes required to deliver a successful event.

Using Toffler's (1990) concept of events as a pulsating organisation, this can also be associated with the increased urgency to conduct event management tasks. Specific tasks may take precedence such as ticket distribution, acquiring resources, communicating with stall holders or performers, setting up stages and venues, and conducting marketing processes. The timely pressure to ensure all event components are ready for delivery can result in 'under pressure' decisions being made without appropriate permission from management. In this phase Hanlon & Jago (2000 p.95) believe:

“Personnel react quickly and do not wait for management approval...decisions are made quickly, lines of communication are reduced and so are problems associated with status”

Exploring characteristics of community within literature events identifies that further research is required. The different definitions and overlap of concepts recognise the challenge to fully encapsulate the managerial and organisational processes conducted. To further understand community events, exploratory expert interviews with event organisers were conducted (section 3.4.1).

2.5 Conceptual Framework

This chapter introduced the Venn diagram (figure 2.1) illustrating the three key research topic areas explored within this literature review: ICT adoption theories, social media and community events. This conclusion summarises the key concepts found within literature. A conceptual framework is then presented illustrating the relationships between the key areas of literature to help address the thesis aim and objectives.

The literature review recognised the ICT adoption theories used to understand the factors that affect successful implementation and use of technologies. Roger's (1995) Adoption and Diffusion of Innovation Theory, and Davis's (1986) Technology Acceptance Model were identified as key foundational theories applied in both early and more recent literature. The popularity of both Rogers' (1995) and Davis' (1986) theories was supported through analysis of 22 articles that explore ICT adoption (section 2.2.2). Analysis also identified research combining ICT adoption theories with additional managerial concepts to contextualise the research environment. ICT adoption theories are an approach to identify the managerial and organisational factors that support system's implementation and use. However, Sahin (2006) criticises the approach as there is a lack of research identifying actual system's use. Research either assumes the likelihood of adoption or relies on

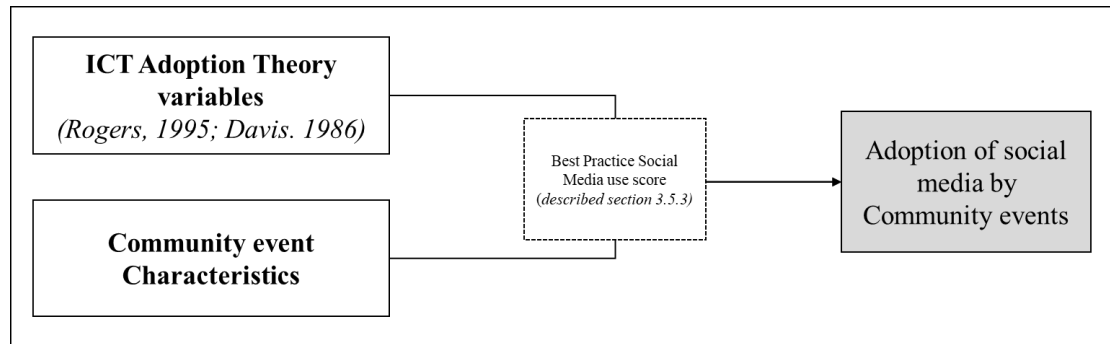
respondents 'self-appraisal' of use to infer the actual level of adoption. Research needs to validate actual level of adoption or use of a system to better understand the influence of ICT adoption variables on technology usage.

'Social media' was recognized as a term to describe multiple technological applications that facilitate users to communicate and share content over the internet. The rapid growth and popularity of social media applications such as Facebook, Twitter and Instagram are changing the business landscape. Organisations need to have a presence within this social media eco-system (figure 2.3) to remain relevant (Hanna et al., 2011). The applications provide significant benefits to business operations and processes including: enhancing marketing processes, increasing communication channels and supplying consumer insights to support service or product offerings. Most existing literature applies the theories within traditional ICT systems (e.g payroll, inventory management systems), rather than social media which exhibits different technological requirements. Social media is perceived low cost and accessible to all business types due to the 'user' not being responsible for system updates and developments. Literature that applies the ICT adoption theories to understand social media applications use is minimal despite the growing use of the applications globally. The capabilities and eco-system of social media applications are constantly evolving, and the overlap of social media for personal use (communicating with friends and family) with use to support business processes, further complicate its utilisation and adoption.

The literature review concluded with recognising events, and more specifically, community events. There is very little research on community events despite their importance for supporting the well-being of a local population. Through analysis of literature within community events, some characteristics were identified including: their limited resources from reliance on donations and grants, and the social benefits they deliver. Community events have different motives sought through delivery such as supporting local well-being, cultural identity, local hobbies, and providing social interaction. In addition, the key concept of events as 'pulsating organisations' (Toffler, 1980) was also identified. The constantly evolving and changing staff availability can have consequential impact on task completion and managerial processes. These characteristics were identified as additional factors that may influence the adoption of social media, which differs from most ICT adoption research environments.

The following conceptual framework (figure 2.9), illustrates the relationship of the ICT adoption variables effect on community events use of social media. Cavana et al., (2001) describes a conceptual framework as an illustration and operationalisation of the concepts recognised in literature.

Figure 2.9: Conceptual framework



The structure of the conceptual framework aligns with the constructs of the ICT adoption paradigm introduced by Jeyaraj et al., (2006) (figure 2.2). On the left-hand side both ICT adoption theory variables and community event characteristics are recognized to influence the successful adoption of social media (presented on the righthand side of the framework).

As discussed in section 2.2.2, Rogers' (1995) Adoption and Diffusion of Innovation Theory, Davis's (1986) Technology Acceptance Model are dominant theories used within literature to understand factors that can support or deter technology adoption (Pan & Dong, 2016, Sahin, 2006). This can include variables such as resources, communication, managerial support, ease of use, compatibility. Organisations that exhibit favourable attributes towards the variables presented within ICT adoption theory variables are likely exhibit a higher adoption and use of social media.

Also presented on the conceptual framework, in addition to ICT adoption theory variables, are community event characteristics. These are also recognised to influence social media use and adoption. As identified in literature (table 2.5) most research includes external variables to understand the research environment and to deepen analysis. Community events are recognised to exhibit different managerial and organisational characteristics in comparison to most ICT research contexts. Community event characteristics found within literature included volunteer reliance and pulsating event committees, limited resources and non-profitable motives.

The right-hand side of the conceptual framework presents the outcome of ‘adoption of social media by community events’. Adoption refers to community events using social media application to support their event. Adoption is determined by the level of variables favourably supported by community events from within ICT adoption theories, and by the event’s organisational and managerial processes conducted. To validate adoption, a best practice framework to score social media use by community events was developed (presented in dotted box on figure 2.9) (discussed in section 3.5.3).

2.6 Conclusion

This chapter has introduced the three key research topics of ICT adoption, social media and community events to help understand and address the research aim and objectives. It was recognised that these topic areas are broad in nature with multiple definitions and criteria. Literature combining the topics is limited despite each topic’s growing importance. It was identified that through application of ICT adoption variables, a better understanding of the managerial and organisational factors that support or deter a systems adoption can be determined. In addition, literature within social media and community events provided a better understanding of the research context. It was considered that both social media applications and community event characteristics differ from most ICT adoption research.

The next chapter discusses the methodological approach used to explore community events adoption of social media. Using the key concepts recognized within this literature review and using the conceptual framework diagram (figure 2.9), the methods to address the research aim and objectives are discussed. This includes selection of the ICT adoption variables from within both Rogers’ (1995) and Davis’ (1986) theories, and the measures to contextualise the research within community events. The research hypotheses are also described within the next chapter.

Chapter 3: Methodology

3.1 Introduction

This chapter outlines the methodological processes conducted in this thesis to investigate social media adoption and use by community events. The research follows a quantitative research approach through an online survey sent to community event organisers and systematic analysis of event social media pages. This research received approval from the Victoria University of Wellington - Pipitea Human Ethics Committee.

To begin, this chapter provides an overview of this thesis's paradigm within a post-positivism approach. The ethical considerations and approval is then discussed. This is followed by an outline of each of the four phases of the research design process: 1) Sampling frame, 2) Survey Design, 3) Social media best practice approach, 4) Data analysis. Each phase is discussed in detail, outlining its relevance to the research aim, research objectives, and use in existing ICT adoption literature. To conclude the research method's merits and limitations are discussed.

3.2 Research Paradigm

A research paradigm is defined by Jennings (2001 pg.35) as “a basic set of beliefs that guides action”. This is the way individuals interpret phenomena, relationships of ideas and social constructs (Mackenzie & Knipe, 2006). Within research, a paradigm influences the understanding of the theoretical concepts, methodological approach undertaken, and analysis of information used to reach specific outcomes. Jennings (2001) describes how a research paradigm will “build ‘theory’ or ‘knowledge’ about that world”. A paradigm determines the perspective of the research’ ontology; “how the world is perceived”, epistemology: “relationship between the researcher and subjects”, and the methodology procedures: “data collection” (Jennings, 2001).

This thesis is positioned within the post-positivist paradigm due to the quantitative data collection methods and objective measures developed. Post-positivism originates from the positivism paradigm and the idea that research is grounded in physical science and is a closed system (Jennings, 2001). Through a positivism perspective, the world is guided by laws which when followed, determines specific outcomes. Positivists assume outcomes are predictable and should be measured through deductive reasoning (Cavana et al., 2001).

The post-positivist paradigm that grounds this thesis is founded from the positivism position but rejects its foundational beliefs of research. The post-positivist research paradigm is still largely objective and uses quantitative methods but recognizes the world as un-predictable (Mackenzie & Knipe, 2006). The post-positivist paradigm is defined as a “scientific method...that reflects a deterministic philosophy in which causes probably determine effects or outcomes” (Guba & Lincoln, 1994, pg.143). This approach believes research is “propositional and intrinsic in value” (Jennings, 2001). Post-positivism acknowledges different perspectives and promotes researchers to exhibit ‘critical realism’ which is “our ability to know reality with certainty” (Guba & Lincoln, 1994). Its ontology recognizes imperfect truths influenced from social and historical circumstances (Jennings, 2001). The epistemology is objective and accepts research bias, and the methodology is primarily quantitative.

Existing research that explores ICT adoption has taken a positivist paradigm position through its quantitative methods and the statistical validation of variable relationships (Boudreau, Gefen & Straub, 2001). However, it has been recognized that a post-positivist perspective is more appropriate. Wildermuth (1993) supports the post-positivist paradigm in ICT adoption research as it promotes ‘methodological pluralism’, the notion that one scientific method is not pertinent to all research under the same theory. Wildermuth (1993) believes that a methodology and analysis approach should align with the specific context being researched. Wildermuth (1993, p.458) states “The ability to learn the language of the population being studied to see the Milieu through their eyes can increase the validity of research”. As recommended by Wildermuth (1993), understanding the language and context of the research is crucial when developing the data collection method in a post-positivist paradigm. The research design of this thesis was influenced by the literature and the exploratory expert interviews conducted to ensure alignment with the language and environment of community events.

3.3 Quantitative Research Methods

A quantitative methodology aligns with the positivist and post-positivist paradigm (Jennings, 2001), and defined as “Explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)”. (Muijis, 2010, p.1). Quantitative methods are objective and deductive, based on detecting casual relationships between variables (Cavana et al., 2001). Relationships are tested through numerical reasoning and validation of the statistical significance. Quantitative research data can be collected using multiple approaches including the distribution of surveys (questionnaires and structured interviews), longitudinal studies, and case studies (Jennings, 2001).

Like existing research within ICT adoption literature, a quantitative research approach is utilized in this study (Ahuja et al., 2005; Thong, 1999; Jeyaraj et al., 2006). The research design largely follows the methodological procedures used in previous ICT adoption research (Ahuja & Thatcher, 2005; Thong, 1999; Kim, Lee & Law, 2008; Woeber & Gretzel, 2000). This approach involves the collection of descriptive, explanatory and predictive data (Jennings, 2001) to address the casual relationships between variables. This is an etic perspective, in which the researcher is an outsider to the data, the investigator remains detached with an objective view (Cavana et al., 2001).

Quantitative research methods dominate tourism literature (Jennings, 2001), however these research methods are not frequently applied to events research. Events research largely comprises the understanding of consumer experiences and are more humanistic in nature (Chacko & Schaffer, 1993; Mayfield & Crompton, 1995). Quantitative methods are popular within ICT adoption literature the approach is structured, replicable and systematic. This enables comparisons across ICT adoption research to be identified (Sahin, 2006). As Labaree (2009, p.43) states “Well established standards mean that the research can be replicated, and then analyzed and compared with similar studies”.

The strengths of a quantitative approach to research is the ability to reduce research bias through the objective and numerical measures used (Cavana et al., 2001). Data collection is conducted through surveys, requiring very little to no contact between investigator and respondent (Carr, 1994). Technological advances have further simplified quantitative methods through the development of online-surveys and statistical analysis systems. This has allowed a greater population sample to be reached within shorter time periods.

The limitations of a quantitative approach are also addressed and considered throughout the research design phase. A critique of the quantitative approach is the isolation of each variable. The use of close-ended questions to conduct statistical tests, restricts responses by participants. This prohibits in-depth understanding of phenomena often derived through qualitative methods (Labaree, 2009). Furthermore, misinterpretation of simplified variables can affect the results and validity of the research. Labaree (2009) refers to this as structural bias, in which the questions and the sample population does not present a fair representation of the wider context.

3.4 Exploratory interviews

To fully encapsulate the context of community events, exploratory expert interviews were conducted to better understand the research environment. The findings of these interviews influenced the sample frame criteria, ICT adoption variable selection, and wording within the survey.

3.4.1 Community event characteristics

The thesis is concerned with the adoption of social media by community events. As found in literature (section 2.4), the definition of “community events” has multiple characteristics that contradict each other. To narrow community events types and to determine the research population and sampling frame exploratory interviews were conducted. The interviews were not conducted to collect empirical data for understanding social media use, but to narrow the term ‘community events’.

The exploratory interviews were conducted with three community event experts within the Wellington Region. The ‘expert’ participants were selected based on their involvement in managing, marketing and organising community events. The interviews took place in the participants offices or nearby cafés and lasted approximately 45 minutes. Discussion was not recorded due to the exploratory nature of the interviews, but key notes were taken. The interviews conformed with Victoria University of Wellington - Pipitea Human Ethic requirements by ensuring anonymity of participants was maintained, approval of the interview schedule was received, and participation and research documentation was provided (appendix: B & appendix: C).

Questions included (appendix: A): their involvement with events, understanding community event characteristics (specifically around resources, size, motives, and staffing), external factors that might influence social media use, and managerial and organizational

characteristics of events. Key ideas from respondents were combined and grouped within themes. The findings are presented in table 3.1 below.

Table 3.1: Exploratory interview findings: Community event characteristics

Key Theme	Key words to describe themes from experts
Community event	<ul style="list-style-type: none"> - Supporting the identity of a place - Created by the locals for the locals - Bringing people together - Teaching, learning, supporting - Sharing knowledge - Understanding different cultures and beliefs - Story telling
Organizational Structure	<ul style="list-style-type: none"> - Small organizing committee - Often friends and family - Additional ‘job’ from day job - Committee required to conduct multiple roles
Resources	<ul style="list-style-type: none"> - Prioritizing - Lack of infrastructure – reliant on sourcing resources from volunteers and community - Innovative and creative use of limited resources
Volunteers	<ul style="list-style-type: none"> - Crucial part of developing, supporting and delivering community events - Passionate about a cause
Social Media use	<ul style="list-style-type: none"> - Random and erratic - No strategy - Hap-hazard - Not always a Priority - Informal
Lack of social media use reasons	<ul style="list-style-type: none"> - Access to resources - Lack of knowledge (age of committee) - Unaware of capabilities and benefits - Events as ‘once off’ no committee available all year around - Size of event (small - may not perceived useful)

Key findings of the exploratory interviews (table 3.1) recognized some internal managerial and organizational characteristics that may have an influence on social media use. As found in literature (Getz & Frisby, 1988; Halpenny et al., 2013) and supported by the interviewees, the organizational structure comprises of volunteers that may consider the event a secondary task from paid employment. Community events are recognized to have limited resources, which as a result has encouraged more creative and innovative processes being conducted.

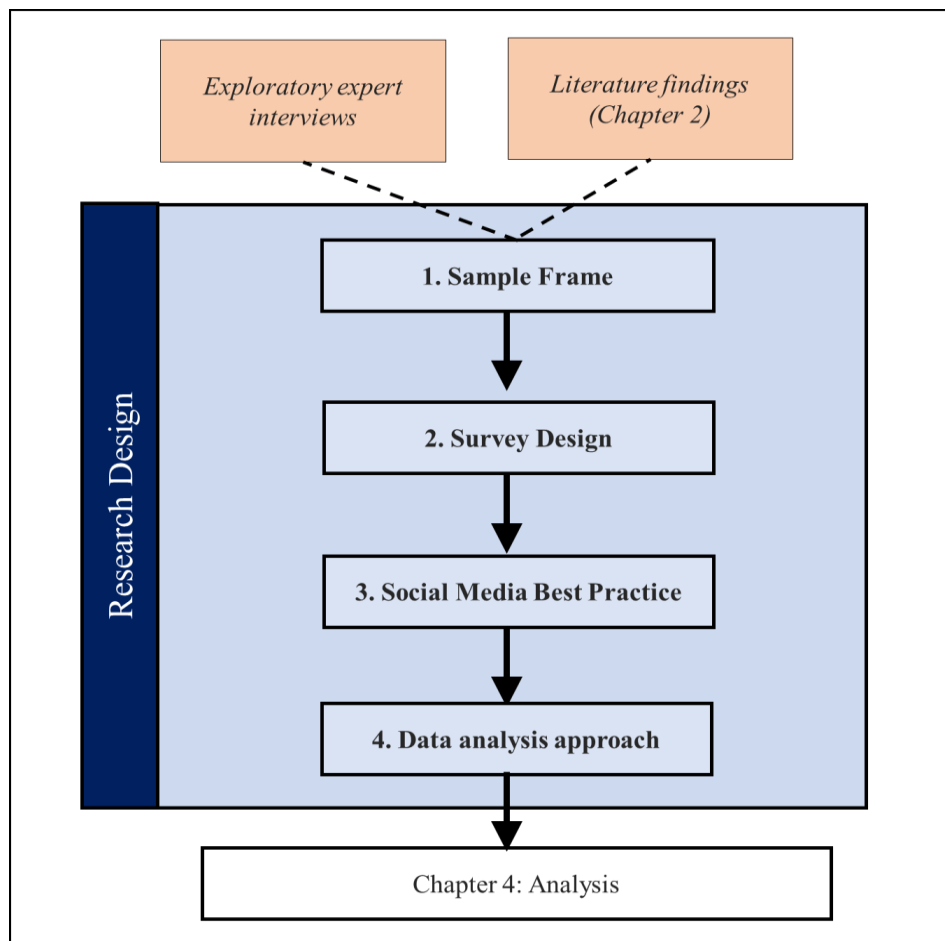
When asked to reflect on social media use, it was considered a ‘random and erratic’ task with no strategy. This leads to a hap-hazard distribution of content and use, and it’s use not being a priority. Reasons for this hap-hazard use of social media included lack of resources, age of the organizing committee, poor knowledge in the systems capabilities. In addition, like Toffler’s (1990) pulsating organization concept discussed in literature, community events were discussed as being “once off” or not having a committee available all year around.

The findings from the expert interviews (table 3.1) were integrated with the literature to identify characteristics of community events. This thesis defines the term “Community Events” as events that exhibit the following criteria:

- Supports local economy
- Developed by community for the community, and not affiliated or reliant on large businesses or public-sector support
- Provides social benefits including ‘supporting local well-being, interests and hobbies
- Promotes the region/place as a “better place to live”
- Creates a sense of “community identity”
- Encourages volunteer participation

3.5 Research Design

This section describes the quantitative research method utilized in this thesis. The research design is illustrated in figure 3.1 below. The diagram emphasizes the four key stages of determining the 1) sample frame, 2) survey design 3) social media best practice analysis, and 4) data analysis methods. These processes are influenced by the findings from the previous exploratory expert interviews (section 3.4), and key concepts from the literature review (chapter 2).

Figure 3.1: Research design process

3.5.1 Sampling frame

A sampling frame is the criteria and processes used to determine a sample from a wider population (Cavana et al., 2001). Selecting a reliable and reputable sample of the target population is imperative when conducting research (Cavana et al., 2001). Using the definition and criteria from the literature, and exploratory interviews (section 3.4), the characteristics of community events were used as a key determinant of inclusion.

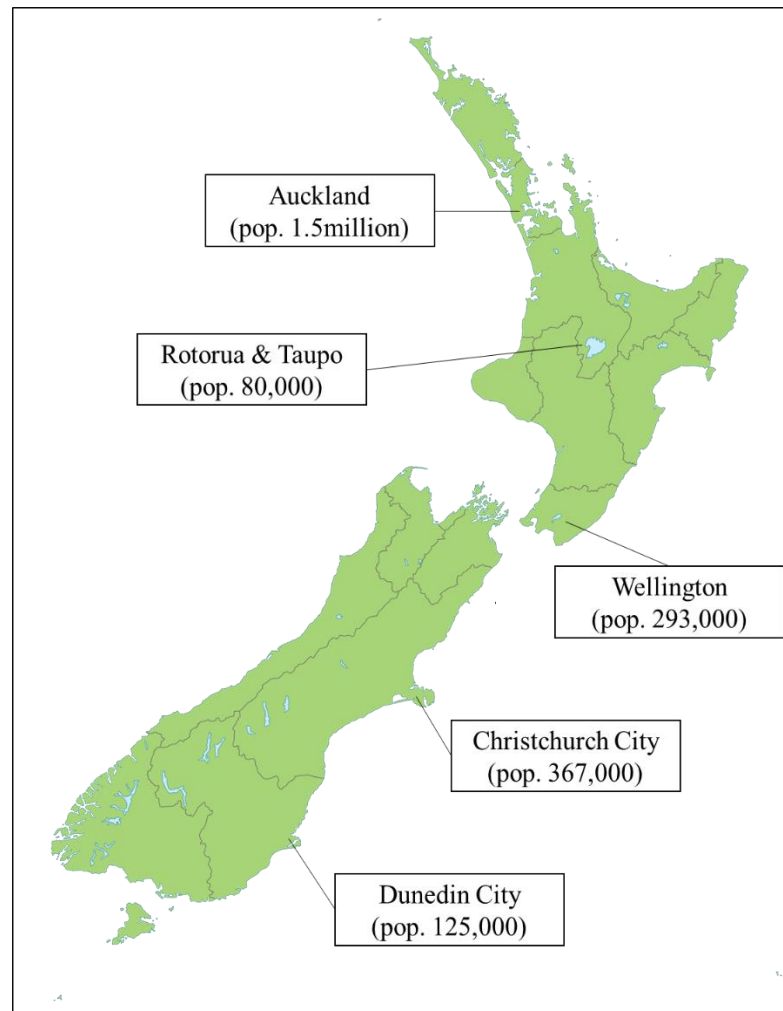
In addition, some events which could be identified as local events were excluded from the community event definition. This is due to their links to larger corporations or they did not fit within community event objectives. This included:

- council/government run events
- events that promoted the purchase of commercial or franchised goods and services
- Community school “course work” class events

Selection of regions

Due to the scope and timeframe of a Master's thesis, this research included community events in Auckland, Rotorua-Taupo, Greater Wellington, Christchurch and Dunedin. Originally, this thesis was only concerned with community events within the Greater Wellington Region. However, due to the niche criteria that differentiate community events from larger mega-events, the geographical scope was extended to five regions throughout New Zealand. This was imperative as a quantitative research approach requires a significant number of participants to statistically validate relationships between variables.

Figure 3.2 illustrates the key regions where community events were identified. They were selected as key urban centres within New Zealand, where multiple event types for different cultures are delivered. This includes events with different motives and outcomes, such as celebrations, markets, fun-runs, educational, religious and food related events. Within many of these locations, the council support community events through providing marketing opportunities and event management advice. For example, Auckland Council (ATEED), recognize the importance of Community events, integrating them into their Event's Strategic Plan, and portfolio of events. ATEED also support community events by publishing and promoting event details on their webpages (ATEED, n.d). Christchurch City Council has developed a webpage 'bethere.co.nz' (2017), like Wellington's "What's on guides' (WCC, 2017) providing information for all events and activities for the local population to attend. The areas were selected based on their population size, differing levels of council support for events, and information sources of contact details available.

Figure 3.2: Community event sample frame locations

Source: StatsNZ (2013)

Sourcing event contact details

Sourcing event contact details is challenging as there is no comprehensive list available. Multiple sources were used to derive a list of events within each region. This included internet sources (Council and District Council Webpages, Event webpages: Eventfinda.co.nz, Events.stuff.nz, Eventbrite.co.nz), discussion with councils and iSITEs through email and expert interview participants knowledge. It was identified that those who have an internet presence on event webpages may be more aware of social media capabilities, and more likely to adopt the systems.

Using the categories classified through the information sources, different event types were identified. This comprised: Market, fundraising, lifestyle, educational, celebrations, festival, food and religious. These are further described in table 3.2.

Table 3.2: Event type description

Event type	Description
Market Events	Comprised predominantly: craft fairs, book fairs and themed markets for holiday events (Father's Day, Christmas, and Easter). Markets are commonly recognized as community events throughout literature and used as sample frames in research (Getz & Frisby, 1998; Mehmetoglu, 2001; Li & Cai, 2009). Literature identifies markets to support the local economy through selling homemade/local goods.
Fundraising Events	Much broader in nature, and comprise numerous activities e.g the sample included School Galas fundraising for additional educational resources. Charity events such as breakfasts, picnics, group walks are delivered to advocate awareness or to source financial resources for an important cause in a community
Lifestyle events	Encouraged communities to get involved with experiences that support well-being, such as dance, marathons, cycling, walking with other locals.
Educational events	Events that encourage locals to teach and pass on skills to other member of the community such as workshops, support groups for young parents, sewing bees, Ukelele Play-alongs, Live-well, children and family events and conservation efforts.
Cultural events	Developed to support cultures within a community, including Chinese New Year events, Diwali, Mataraki, Kau Mai, Rasja Bandhan.
Celebrations and festivals	Included mostly flower shows, art displays and town's 'Birthday' events.
Food events	Events in which sampling and trying foods were a key motivator in development, such as community Barbeque cook-offs and healthy or specialist food expos.

The sample population was derived during the month of June, to comprise a list of events between December 2016 to November 2017. Once a list of events within the selected regions were identified, each was analyzed and determined it met the Community Event definition. In total 423 community events were identified and contacted to participate in the research. However, as stated by Burns and Burns (2008, p.185):

“Even after using appropriate sampling methods, there will always be a sampling error, because the sample is never exactly the same as the population.”

It is acknowledged that despite the effort undertaken by the researcher to compose a comprehensive list of community events in the selected regions, some smaller or niche events may be missing. For example, “pop-up” events, local meet-ups or street fairs, small charity fundraisers may not have been identified, and therefore not part of the research. These events are likely to have exhibited different marketing and managerial processes. As a result, we cannot understand the effects of the ICT adoption variables on their social media use.

3.5.2 Survey design

Online-survey

To understand social media adoption by community events, an online-survey was administered to the sample population through email. Online-surveys replace traditional ‘pen and paper’ surveys as they are developed and delivered through internet based systems to simplify the collection, coding and analysis processes. Qualtrics was used as the quantitative survey instrument because of its availability and support by Victoria University of Wellington. The use of an online-survey aligns with recent ICT adoption literature which also use the Qualtrics systems (Tehrani et al., 2014), or similar online programs (Kaplanidou & Vogt, 2006; Buhalis & Deimezi, 2004).

Online-surveys are increasingly popular within the social sciences and research conducted within a post-positivist paradigm (Cavana et al., 2001). Jansen, Corley & Jensen (2007) recognize the benefits of online-surveys as being low cost, simple for both the researcher and participant to use, and relatively quick to distribute and collect responses. Distribution of the online-survey through emails and web-based programs can reach a wider sample size due to the high usage of internet (Jennings, 2001). Furthermore, and in keeping with the post-positivist paradigm, online-surveys remove contact between the researcher and participant to ensure anonymity is maintained and research bias is removed (Jennings,

2001). The researcher and participant have no contact ensuring external influence is reduced. Online-surveys can measure objective variables and allow statistical conclusions to be made. The remainder of this section introduces the online-survey design and choice of questions used to understand the adoption of social media by community events.

Survey Design

The survey was designed using existing methodological procedures (scales, structure, format and measures) from ICT adoption literature (Ahuja & Thatcher, 2005; Thong, 1999; Kim et al., 2008; Woeber & Gretzel, 2000). Terminology from the expert interviews findings (table 3.1) was incorporated into the questions to ensure the language and variables used in the survey were appropriate. As Burns & Burns (2008 p.499) state:

“The appearance and the arrangement of the survey is vital to a successful study...a well-planned and carefully constructed survey will increase response rate and greatly facilitate the coding and analysis of the collected data”.

When wording the ICT adoption questions into the context of community events, five principles of quantitative survey design were considered (Cavana et al., 2001): 1) each item should only express one idea, 2) avoid jargon and colloquialism, 3) Simple and contextual terminology, 4) Avoid negativity, 5) Avoid leading questions.

The survey (appendix E) was designed to collect both descriptive and exploratory statistics through Likert scales and multi-choice questions. These closed data collection measures are utilized in quantitative research as they produce objective measures that can be statistically correlated with other variables (Burns & Burns, 2008). The questions were formatted in a specific order and used images and different response methods to reduce response fatigue (Cavana et al., 2001). In addition, the use of Qualtrics allowed the resulting data to be directly exported in to SPSS for analysis.

Survey structure

The survey begins with respondents reflecting on their personal use of social media, this includes applications used, frequency of use, and if they manage social media accounts for other business pages. The overlap of social media applications for both personal use (communicating with friends and family) and business use could support its adoption. Event organizers with existing knowledge in the systems capabilities, user-interface design and benefits may influence its use.

The survey then explores the key characteristics that either enable or deter social media adoption within the event. This is conducted through exploring the ICT adoption variables within Roger' (1995) and Davis' (1986) theories. The ICT adoption variables selected were determined by their use in existing literature and relevance to the research context. As table 2.5 identified, the variables of compatibility, complexity/ease of use, personality, perceived usefulness, resources and management/organisational support were frequently applied in ICT adoption literature. These variables were also recognised as a key contributor to adoption success (Giotopoulous et al., 2017; Dhaigude et al., 2016; Sahin, 2006) and considered relevant to social media use by businesses. The wording to measure these align with existing ICT adoption theory research however adapted to understand community events and social media use. Like existing research, Likert scales were used to identify the level in which participants agree or disagree with the ICT adoption variables (Woeber & Gretzel, 2000, Kim et al., 2008). The Likert scales ranged from 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, and 5-strongly agree. For example, in the study by Kim et al., (2008) exploring a Hotel ICT system, the variable 'ease of use' used 5 statements including: "It is easy to learn and use the Hotel front office system" and "The language and terminology of the Hotel Front Office System are easy to understand". Similar terminology was used in this thesis, for example, to measure ease of use, the statements included: "The functions of social media applications are easy to understand" and "The post frequency and amount of content we should distribute is easy to understand and learn". The measures of ICT adoption variables used are further presented in table 3.3.

Table 3.3: ICT Adoption Variable Measures

Literature Variable Measure	Survey Questions** (Likert Scale)	Examples from Literature
Compatibility (Rogers, 1995)	<ol style="list-style-type: none"> 1. We believe distributing event content through social media effectively reaches our target market 2. We regularly use technology (smartphones, computers, tablets) when organizing and delivering our event 3. The event organizing committee are regular users of social media applications 4. Social media is not disruptive to our key business processes 5. Social media aligns with our event's existing marketing practicing 	<ul style="list-style-type: none"> - <i>"The systems response time is fast enough (Woeber & Gretzel, 2000)</i> - <i>Using HIS fits well with the way I work (Huh et al. 2008)</i>
Complexity (Rogers, 1995; Davis, 1989)	<ol style="list-style-type: none"> 1. The frequency and amount of content we should distribute on social media is understood and easy to learn 2. Social media applications are an easy marketing tool to use to promote our event 3. The functions of social media are easy to understand 4. Sharing purposeful information on social media is easy 5. Errors are seldom made when sharing or publishing content on social media 6. I can easily navigate social media sites 	<ul style="list-style-type: none"> - <i>"All needed information can be easily found" (Woeber & Gretzel, 2000)</i> - <i>It is easy to learn and use the Hotel front office system" (Kim et al. 2008)</i> - <i>"the language and terminology of the Hotel Front Office System are easy to understand (Kim et al. 2008)</i>
Perceived usefulness (Davis, 1989)	<ol style="list-style-type: none"> 1. Social media is useful for promoting and marketing our event 2. Social media content motivates individuals to attend our event 3. Social media reaches our target audience effectively 4. Social media provides a good source of research opportunities to understand our target market and event ideas 	<i>The query interface can be operated very quickly (Woeber & Gretzel, 2000)</i>

Table 3.3: ICT Adoption Variable Measures (cont.)

Literature Variable Measure	Survey Questions** (Likert Scale)	Examples from Literature
Resources (Rogers, 1995)	<ol style="list-style-type: none"> 1. The event has adequate financial resources to support the use of social media applications 2. Technical resources to support to use of social media applications for event (e.g smartphones, laptop) are provided 3. I am provided with training on social media use if required 4. Time to develop and deliver social media content is available 5. internet resources are provided 	<ul style="list-style-type: none"> - "Time is available to learn how to use the system" (Kim et al. 2008) - "I am provided training in the system" (Huh et al. 2009)
Management Support (Rogers, 1995)	<ol style="list-style-type: none"> 1. The committee/organizing groups provide information and ideas for potential content that could be distributed on our social media pages 2. We have a policy in place for the content distributed on social media 3. Overall, the event committee/organizing group support the use of social media for our event 4. We actively seek new ways to use social media applications to benefit the event 	<ul style="list-style-type: none"> - "My supervisors who influence my behavior believe I have the skills..." (Huh et al. 2009)
Personality (Rogers, 1995)	<ol style="list-style-type: none"> 1. Using social media for our event is a priority task 2. We actively assign time to post on social media for our event 3. We actively respond to inquiries asked about the event on social media pages 4. We actively use social media to research new ideas for our event 	<ul style="list-style-type: none"> - "I often risk doing things differently (Thong & Yap, 1991) - "I would rate my own understanding of computers as good (Thong & Yap, 19991

** The item numbers used for the data reliability and validity tests are provided within this table .

Respondents were then asked to identify characteristics describing their event they are involved in. As presented on table 3.4, this included: the number of volunteers in the core organizing committee, event objectives and desired event outcomes. This was identified as a potential influencer towards the use of social media use. As discussed in literature, ICT adoption research should consider the unique characteristics that differ the research from existing research context (Wildermuth, 1993). This enables a greater understanding of factors that support or deter use of systems within an organisation. For example, the variables: size of event committee, event frequency was used to explore Toffler's (1990) concept of events as a pulsating organisation. Staff availability, resources and processes conducted evolve and contract with the lead up and conclusion of the event (section 2.4.3). This can affect role clarity and task completion. The variable Entrance fee was added, as it was found in literature (Getz & Frisby, 1988); Mayfield & Crompton (1995); that community events can have limited access to resources and reliant on grants and donations. Entrance fee was considered a measure to determine additional funding that could support or deter additional processes being supported. Percentage of volunteers identifies the comparison of those in a paid role versus voluntary role. It was considered that volunteers may not consider the event as a 'priority task' due to paid employment or family requirements taking precedence. To conclude, responds were asked about their event type. Type of event recognizes that all events have different motives, outcomes and processes conducted for delivery.

Table 3.4: Community event variables

Expert interviews community event	Survey Questions (Multi-choice questions)
Organizational Structure	<ul style="list-style-type: none"> - How many people involved with organizing overall event? - How many people involved with distributing/using social media in event? - Number of volunteers within the event committee
Timing of event	<ul style="list-style-type: none"> - Date of event - Length of event (days)
Resources	<ul style="list-style-type: none"> - Entry fee
Event characteristics	<ul style="list-style-type: none"> - Type of event

Pilot Test

A pilot test of the online-survey was conducted prior to distribution to ensure formatting, grammar and language was appropriate and measured the desired outcomes. The individuals that tested the online survey comprised: academics, the event experts (from the exploratory interviews) and post-graduate students from Victoria University of Wellington. Images used, grammatical errors and structuring were fixed upon reflection, and approval for distribution from Victoria University's Human Ethic Committee was obtained.

Survey Distribution

Participants were provided a direct link to the Qualtrics survey through their event email contact. Where an email contact was not available, additional contact options such as telephone and messenger were used. The survey took approximately 10-15 minutes to complete, which participants could withdraw at any stage. Respondents were provided an incentive of winning one of five \$50 prizes to donate to a charity or to contribute to their event.

Ethical Considerations

The content and distribution processes of the online-surveys conformed to ethical considerations outlined by Victoria University of Wellington's Human Ethics committee. Ensuring confidentiality of respondents was maintained through not sharing or distributing event names, specific details or contact information. Research findings are presented through statistical analysis, in-which individual events cannot be identified. In addition, the introduction of the online-survey (appendix D) outlined research objectives, consent to participate, data security and anonymity of respondent's participation, respondents had to agree with the terms before completing and submitting the surveys. Participants could remove themselves from the study if they required. All data collected was kept in a password secured folder and deleted after three years of the thesis completion.

3.5.3 Best Practice Social Media analysis approach

As identified in the literature review (section 2.2.3), a criticism of ICT adoption research is the lack of validation of the adoption variables with the actual system's usage. Research assumes that organizations that exhibit the adoption characteristics are using the system effectively (Jeyaraj et al., 2006; Sahin, 2006).

To test actual use of social media by community events, a social media best practice framework was developed. Literature within social media use only discusses best practice use but does not provide metrics to score use. Through developing a social media best

practice framework, a numerical score of respondent's social media presence was determined. This facilitated statistical tests to identify the relationship between the ICT adoption variables and social media use to be conducted. The development of the best practice framework comprised of four key stages: 1) Application selection, 2) Best practice measures 3) Best practice framework 4) Calculation of best practice score.

Application Selection

As found in literature, exploring the entirety of social media application use is challenging. Maliano et al., (2011) emphasize the importance of delimiting the number of social media applications included in research. This is to reduce ambiguity and allow a more in-depth analysis to be conducted (section 2.3.1). This thesis explores the combined use of: Facebook, Instagram and Twitter. Delimiting the thesis to these three social media sites was considered appropriate as these are the most used globally (Businessinsider, 2016). Three applications were selected to represent the 'eco-system' approach of social media (Hanna et al., 2011). As recognized in literature, the use of multiple applications ensures messages reach a wider audience (Dahl, 2014), and reduces the risk of Social information processing theory (Dahl, 2014) (section 2.3.3).

Best practice use of social media measures

Best practice is defined as "a set of working methods that is officially accepted as being the best to use in a particular business or industry, usually described formally and in detail" (Cambridge Dictionary, 2017). Throughout literature (Zarrella, 2010; Dahl, 2014), and as discussed by social media experts and consultants, different approaches to best practice social media use are recommended. However, due to the dynamic and regularly evolving capabilities of social media these approaches are constantly changing. For social media, key themes of use emerged including: being active, access, type of content and responsiveness.

1) Being active on the systems

Kaplan & Heinlein (2010) see being 'active' as key criteria for successful social media use. They argue that marketing content through social media is about engagement, encouraging discussion and building customer loyalty. This is through distributing ample content, responding to enquiries, and defining product/service offerings. Within active use, post frequency is important to remain relevant by followers within the growing social media cyber-space. Post frequency is described by Social Media Consultants (Baer, 2017; Ellering, 2017; Newcomer, 2017), and within academia (Zarrella, 2010; Dahl, 2014) as requiring approximately the following number of posts (table 3.5):

Table 3.4: Best practice frequency of posts

Social Media Application	Amount of posts per day:
Facebook	2
Twitter	15
Instagram	1-2

(Zarrella, 2010; Dahl, 2014; baer, 2017; Ellering, 2017; Newcomer, 2017)

2) Access

Ensuring access to social media business pages is crucial for content to be read, shared and understood by consumers. This enables marketing and communication processes to reach a wide audience to create awareness of a product or service (Kaplan & Heinlein, 2010).

3) Type of content

On the three main social media applications (Facebook, Instagram and Twitter), businesses can share written content, videos, images and unique hashtags. Content needs to be clear, concise and free from grammatical and formatting errors. Businesses should look to provide variety of content types to maintain interest by viewers.

This thesis recognises the importance of social media content provided by organisations as imperative to communicate and promote products/services. The colours, wordings, phrasing of content has substantial influence on an individual's behaviour and perceptions to purchase or use a product or service (Dahl, 2014). However, the actual marketing implication and influence on consumer behaviour from the content shared online is outside the scope of this thesis. This thesis explores the use of social media applications and not the influence of content provided on the systems.

4) Responsiveness

Social media facilitates the ability for business to consumer (B2C) communication. Followers or social media users may query a product/service or make a complaint. Businesses that exemplify social media best practice are responsive to consumers in a timely manner (within 48 hours). Responses should be clear, well-mannered and not offensive (Dahl, 2014).

5) Event specific requirements

In addition, requirements when using social media for events have been identified in literature. Lee (2017) state events utilizing social media need to practice the following:

- 1) Start early
- 2) Upload photographs and videos pre, during and post event
- 3) Communicate sufficient information about the event details
- 4) Link to direct information sources of additional services (e.g parking, accommodation)
- 5) Respond to questions and enquiries in a timely manner

Lee (2017) also provide specific best practice requirements to individual social media applications as presented in table 3.5 below.

Table 3.5: Best practice social media use for events

Application	Social Media requirement
Facebook	<ul style="list-style-type: none"> - Event specific page - Publicly available
Instagram	<ul style="list-style-type: none"> - Unique hashtag specific to the event - Publicly available
Twitter	<ul style="list-style-type: none"> - Unique hashtag specific to the event - Publicly available

Halpenny et al., (2012) recognizes social media to help festivals with tight budgets and limited choices increase their marketing capabilities. Jurriens (2014) explores social media as being a key contributor to distributing event information to attendees. Jurriens (2014) explores music festivals and identifies the information required by attendees includes:

- Ticket or entrance fee and purchase locations
- Scope and age of the audience
- Lineup/schedule or event schedule
- Theme or message of event
- Location of venue
- Visitor capacity
- Unique Event Hashtag
- Attendee profile

Social Media best practice framework

Using the previously described social media best practice approaches, a framework to systematically measure each respondent's social media presence was developed. This was through the process of objectifying the best practice approaches into measurable attributes. As Cavana et al., (2010, p.188) describes: "operationalizing or operationally defining a concept to render it measurable is achieved by looking at the behavioural dimensions, facets or properties donated by the concept. These are translated into observable and measurable elements". The framework to measure the best practice use of Facebook (figure 3.3), Instagram (figure 3.4) and Twitter (figure 3.5) is illustrated. The measures comprised: presence, access, unique hashtag, page likes, post frequency, type of content and event details. For each measure, an event could score from 0=not exhibited to 3=exemplary. A description of each variable is also described on each of the application best practice frameworks. The calculation to determine best practice score are described after the frameworks.

Figure 3.3: Facebook best practice framework

Score	Not Exhibited	Poor	Satisfactory	Exemplary
	0	1	2	3
Presence	No Facebook page	Has ONLY an Facebook event page	Has a dedicate Facebook page or business page specific to the community event	Has BOTH a Facebook event's page and a dedicated business page
Accessibility	No page to be accessed	Page is private	Page is only available to a closed group	Page is available for all to access
Responsiveness	Does not respond to enquires	Responds to messages/enquires "eventually"	Responds to messages/enquiries "within a day"	"Very responsive" to enquires
Post frequency (1-month prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-week prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-Day prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (Day of the event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Type of Content	No page	Pages consists of only ONE of the following: Text, video and images	Page consists of only TWO of the following: Text, video and images	Page exhibits ALL content type of Text, video and images
Event Details	No event details are provided	Provides 1-3 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides 4-5 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides over 6 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details

Figure 3.4: Instagram Best Practice Framework

Score	Not Exhibited	Poor	Satisfactory	Exemplary
	0	1	2	3
Presence	No Instagram page	n/a	n/a	Has an Instagram page for the event
Accessibility	No page to be accessed	Page is private	Page is only available to a closed group	Page is available for all to access
Hashtag	No page or unique hashtag	n/a	n/a	Uses a unique event hashtag when publishing content
Post frequency (1-month prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-week prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-Day prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (Day of the event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Event Details	No event details are provided	Provides 1-3 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides 4-5 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides over 6 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details

Figure 3.5: Twitter Best Practice Framework

Score	Not Exhibited	Poor	Satisfactory	Exemplary
	0	1	2	3
Presence	No Twitter account	n/a	n/a	Has a Twitter account for the event
Accessibility	No page to be accessed	Page is private	Page is only available to a closed group	Page is available for all to access
Hashtag	No page or unique hashtag	n/a	n/a	Uses a unique event hashtag when publishing content
Post frequency (1-month prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-week prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-Day prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (Day of the event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Event Details	No event details are provided	Provides 1-3 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides 4-5 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides over 6 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details

Calculation of best practice social media scores

Using the social media frameworks (figure 3.3, 3.4 & 3.5), each respondent was given a score based on their use of all three applications (Facebook, Instagram, and Twitter).

First, each community events' Facebook, Instagram and Twitter page was analyzed for each measure using the frameworks. Each measure could score between 0=not exhibited to 3=exemplary. For example, Facebook has 7 measures (figure 3.3) (presence, access, responsiveness, page likes, post frequency, type of content, and event details) and if an event used the application for all measures at an exemplary level, could score a total of 28. Instagram (figure 3.4) and Twitter (figure 3.5) had 6 measures and could score a total of 25.

Second, once each application had a total score, the average score of the application use was calculated. This was calculated by dividing the total application score by the number of measures in each framework.

Lastly, the three averages of each respondent's Facebook, Instagram and Twitter use were combined and divided by three. This is to determine the overall average of the combined systems. The combined average determined the respondents best practice score. Each community event's total best practice score was valued from 0=not exhibited, 1=poor, 2=satisfactory, 3=exemplary. This equation is presented in figure 3.6 below.

Figure 3.6: Best practice calculation

$$\text{Social media best practice score} = \left(\frac{\text{Average } ((\text{Facebook BP score}) + (\text{Instagram BP score}) + (\text{Twitter BP score}))}{\text{Total number of social media applications being analysed**}} \right)$$

BP= Best practice

***=3 (Facebook, Instagram, Twitter)*

Different approaches were considered to determine the overall best practice score calculation approach. Through preliminary analysis of five randomly selected community events' social media pages, it was identified that most only use one social media application and do not exhibit the eco-system approach (multiple applications) (figure 2.3) supported by Hanna et al., (2011) and Dahl (2014). Taking the average of the combined three applications was identified to degrade the ability to identify best practice use of only one system. For example, an event that has exemplary use on Facebook (scored 3), but does not use Instagram (scored 0) or Twitter (scored 0), would get the average combined best practice score of 1. Multiple approaches to calculate the best practice overall score were

considered to ensure a fair representation of use was exhibited. However, after considering the research aims and objectives, taking the average score of combined systems use was retained. This thesis explores the ‘adoption of social media’ rather than the ‘adoption of an individual system’. Taking the overall average of all three social media applications scores was determined the best approach to calculate best practice use. It enabled greater insight of identifying if the eco-system (Hanna et al., 2011; Dahl, 2014) approach is being adopted.

Ethical consideration of social media analysis

As the content distributed on social media applications can contain personal information, strict ethical processes were maintained through the analysis. The social media pages analysed were all publicly available, thus enabling the ability to identify the measures presented in figure 3.3, 3.4 & 3.5. To maintain confidentiality, no respondent’s social media pages and best practice score can be individually recognized. The best practice score provides a quantitative measure of social media use to conduct statistical analysis. This conformed to Victoria University’s Human Ethic requirements.

3.5.4 Data Analysis and hypothesis

This research utilizes a quantitative methodology within the post-positivism paradigm. This approach requires statistical testing to identify trends within the data, and to validate the casual relationships between variables. The data analysis procedures used by this thesis follow processes described in quantitative research approaches and in existing ICT adoption literature (Thong, 1999; Xiang & Gretzel, 2009; Muinde, 2009). Jenkins (1999) emphasizes the importance of documenting the data analysis processes in the research. This enables future research to be replicated and increases the credibility and transparency of the approaches selected.

Data collected through the online survey and social media best practice analysis was imported and coded into SPSS, allowing multiple statistical tests to be conducted. The data analysis approaches were influenced by the overall research aim and objectives (section 1.2).

First, to address research objective 1 (assess the level of ‘best practice’ use of social media by community event organisers) descriptive statistics were used. Cavana et al., (2001) describes descriptive statistics as calculations enabling researchers to understand the basic characteristics of data. This includes frequencies, measures of central tendencies, dispersion, and standard deviation. Descriptive statistics were used with respondent’s social media best practice scores to understand and describe actual use of the systems.

Second, to address research objective 2 (to determine the effects of the ICT adoption variables on social media use by community events), correlation and singular linear regression analysis was used. This was to understand how the ICT adoption variables of Rogers (1995) and Davis' (1989) effect social media use by community event organizers. Person's correlation coefficient (r) between the ICT adoption variables and level of best practice score is calculated to identify if a relationship is present. Singular linear regression analysis is then used to predict the likely outcome from one variable to another. This identifies the significant gradient and intercept of the variables between the dependent and independent variables. Correlations and regressions are used throughout existing ICT adoption literature to determine the significance and effects the variables have on predicting adoption of a technology (Xiang & Gretzel, 2009; Muinde, 2009). Statistical significance was accepted at the $p < 0.05$ (5%) level. This included, the data validity and reliability tests, and the correlation and regression analysis. This follows existing research practice (Tan, 2009), and recommended by Allen & Bennet (2012).

As presented on the conceptual framework (figure 2.9) it was determined ICT adoption variables and community event characteristics may influence social media use. Using the conceptual framework (figure 2.9) and selection of ICT adoption variables discussed in section 3.5.2 the following analytical framework presents the hypotheses of relationships between data (figure 3.7). As described by Pearce (2012, p.50), "analytical frameworks help us to structure the analysis of our data and to order and communicate our findings.". First the analytical framework is illustrated (figure 3.7), followed by a description of each hypothesis (table 3.6).

Figure 3.7: Analytical framework

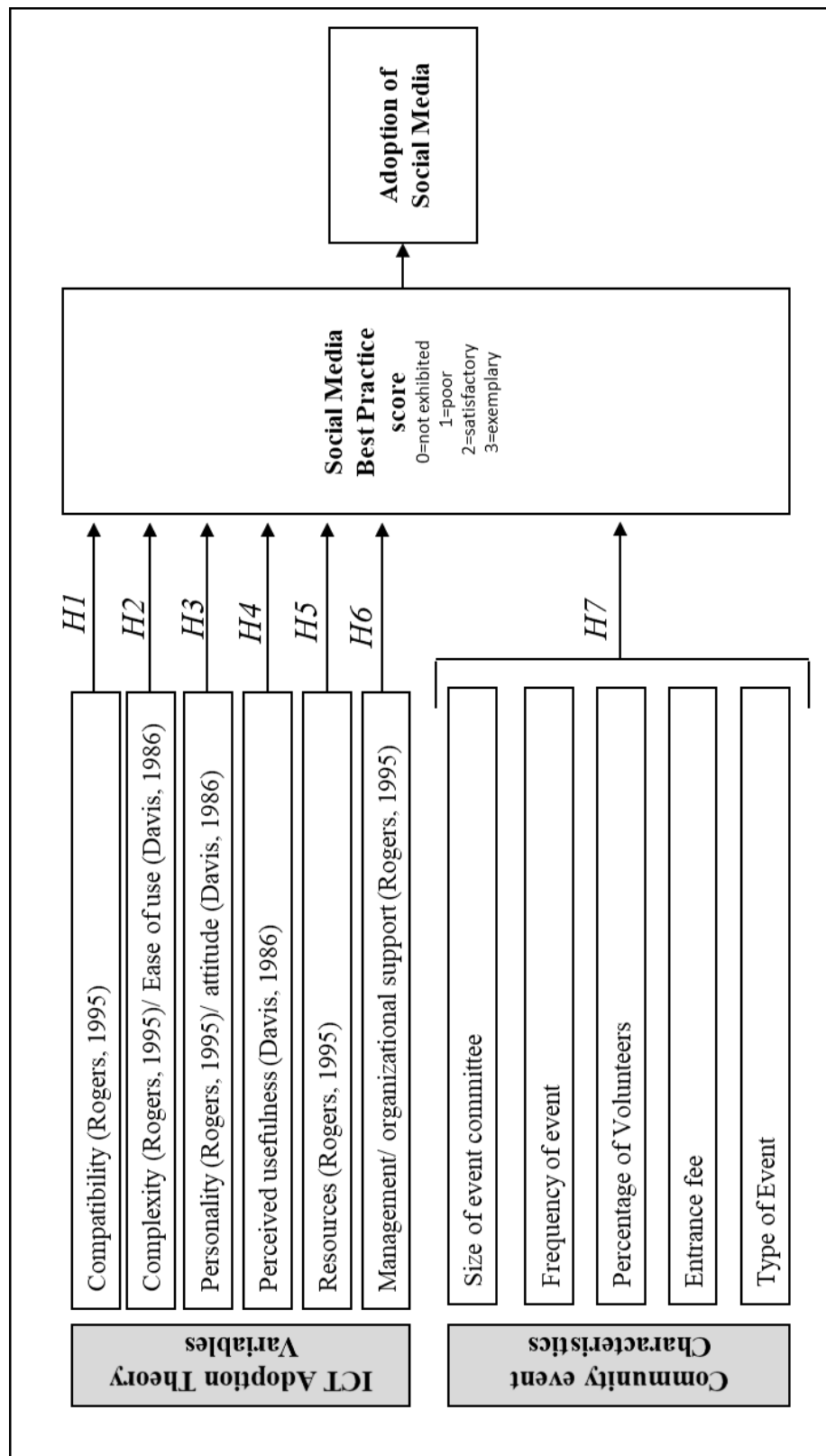


Table 3.6: Research Hypotheses

Hypothesis	Description
H1: <i>Compatibility</i>	The use of Social Media applications that are compatible with an event's existing practices are more likely to exhibit a high level of best practice use.
H2: <i>Ease of use</i>	Events that perceive social media applications as 'easy' to use are more likely to exhibit a high level of best practice use
H3: <i>Individual's Personality</i>	Participants that are actively assign time and interest towards the understanding of social media systems are more likely to exhibit a high level of best practice use.
H4: <i>Perceived usefulness</i>	Event organizations that perceive social media to be considered useful are more likely to exhibit a high level of best practice use
H5: <i>Resources</i>	Event organisations that resources to implement and support social media use are more likely to exhibit a high level of best practice use
H6: <i>Management Support</i>	Enthusiasm towards social media use by event organizations and teams are likely to exhibit a high level of best practice use
H7: <i>Community event Characteristics</i>	Specific event characteristics of events are likely to influence best practice use of social media. This included exploring: Size of event committee, frequency of events, percentage of volunteers, entry fee and type of event.

3.6 Strengths and limitations of methodology

Strengths

The methodological procedures to understand adoption of social media by community events have a number of strengths. A key strength is the development of objectifying best practice use of social media into a framework. A “Social Media Best Practice framework” was developed to systematically measure actual use of the system. Unlike most ICT adoption research, adoption of a technology is assumed or based on user’s ‘self-appraisal’ (Sahin, 2006), this thesis however validates the ‘level of adoption’ to the actual use of the systems. As argued by Sahin (2006), research needs to measure actual use to overcome the self-reporting bias, as there is a risk that people report that they use an IT innovation more frequently than actuality. In addition, each variable within the best practice framework such as: access, post frequency, content type, event details are individually analyzed and coded into SPSS. This enables a greater understanding of social media use by community events.

Another strength of this thesis is the exploratory interviews to understand and define the term “community events” due to the limited literature available. This thesis combines existing literature and findings from event experts to delimit and determine a sample frame of community events. This enabled the ICT adoption variables and managerial processes of community events to be contextualized into the research environment. Furthermore, pilot testing the survey with the interviewees ensured the correct language was used when developing the online-survey. The interviews supported the post-positivist perspective in ensuring the context of the research is considered and understood throughout the analysis.

The thesis uses a quantitative approach to validate and explore statistical trends within data. This approach reduces research bias and enables a greater sample frame size to be obtained than a qualitative approach. Increasing the sample frame population from one urban centre to five ensured a greater representative sample was obtained. This enabled a more breadth selection of event types and sizes to be analyzed, providing a greater understanding of factors that can enable or deter social media use.

Limitations

Identifying the limitations of the methodology prior to analysis of the outcomes strengthens the ability to critique and interpret the findings. The approaches used to understand the adoption of social media has some limitations.

First, quantitative approaches to research is structured and simplifies complex theories and concepts. The use of a structured online-survey to understand community event's perceptions of the ICT adoption variables within their organization has limitations. This method restricts responses and in-depth understanding of external influences that can support or deter social media use. However, following the approaches of existing ICT adoption literature, this method is supported to statistically validate relationships of variables (Xiang & Gretzel, 2009; Muinde, 2009)

Second, the use of an online-Survey to measure respondents' use of a social media for their community assumes respondents have a level of technological knowledge (to be able to complete the online-survey). Bias may be introduced as those that are not actively online may not be able to complete the survey nor have a presence on social media. This potentially will result in "non-users" unfairly being represented in the study to understand why social media is not being adopted. In addition, the online-Survey requires only one event committee member to complete the survey. As argued by Sahin (2006), existing research ignores multiple perspectives of adoption. However, considering the size of community events, and Toffler's (1990) concept of events as "pulsating organizations", receiving multiple perspectives of social media would be difficult to source.

Third, this research delimits social media applications to the three most popular sites of: Facebook, Instagram, and Twitter. Although these sites are the most widely used applications globally, it does not fully encapsulate the multiplicity of the social media application within the eco-system approach (Hanna et al., 2011). This thesis also assumes the eco-system approach is a requirement of best practice and uses the average score of the combined application use. Specialized events may only use one application to meet a targeted market and may use it at a best practice level. These events' overall score will be negatively influenced by taking the combined average of all three applications.

Lastly, the five locations of community events (used to source respondents from) are populated centres (figure 3.2). These were selected due to their wide portfolio of community events and the ability to source contact details required to distribute the E-survey to. This thesis does not explore rural or smaller centres where the community events' use of social media may differ. In addition, events without contact details or promotion through the information sources used (section 3.5.1) were also not included in the study. Again, smaller events that do not actively 'promote' their event through these distribution channels

are missing, which may have presented unique findings to the ICT adoption variables and social media use.

3.7 Conclusion

This chapter has outlined the methodological procedures used to understand community events adoption of social media. The processes discussed in this chapter describe the approaches to support the thesis research aim and objectives. The post-positivist perspective was described, followed by the quantitative methods used to gather data. First, the sample frame was determined using community event characteristics from both literature and exploratory interviews. Followed was a discussion on the use of an online-survey approach. The questions and measures used to understand Rogers' (1995) Adoption and diffusions of innovation theory and Davis' (1986) Technology Acceptance Model ICT adoption variables were presented. This thesis used approaches and measures from existing ICT adoption literature. However, to understand actual systems use, the development of a Social Media Best Practice framework was described. The data analysis approaches and research hypotheses were introduced. This included identifying the existing data analysis processes within ICT adoption literature including the use of descriptive statistics, correlations and regressions. To conclude the chapter, an analysis of the strengths and limitations of the methodological approaches were recognized.

The next chapter presents the findings collected through these methodological processes. To begin, the response analysis and description of the respondent's characteristics is discussed to validate its representativeness to the wider population. Reliability and validity tests are conducted to confirm the data appropriateness. Then, using the data analysis processes described within this chapter, research objective 1 and 2 are explored. This includes presenting respondents use of social media applications for their community event, followed by the influence of the ICT adoption variables on use.

Chapter 4: Findings

4.1 Introduction

The previous chapter described the processes to determine the sample frame, online-survey data collection, and best practice social media analysis approach. This chapter presents the findings collected from these methodological processes to address the research aim and objectives.

First, the response analysis is conducted to ensure the respondents are representative of the wider community event population. Specific characteristics of the respondent's community events are presented such as event frequency, length, entrance fee, committee size, volunteer reliance and event type.

Second, to confirm data is appropriate for analysis validity and reliability tests are conducted through standardized residual regression. This is followed by a multicollinearity analysis ensuring the independent variables will present significant predictions of relationships.

Third, overall social media use by community events data is presented. This includes recognising how many social media applications are used, purpose of use and the event details shared. The individual best practice measures are also discussed to deepen analysis of community event's social media use.

Lastly, the statistical test outcomes to validate the research hypotheses (section 3.5.4) are presented. This confirms the influence of the ICT adoption variables on actual social media usage.

4.2 Response Analysis

In total, 423 community events, meeting specific criteria (as defined in section 3.5.1) were identified within the selected locations of Auckland, Taupo-Rotorua, Wellington, Christchurch and Dunedin. Of these, 335 (79%) of the total events provided suitable contact details facilitating the distribution of the online-survey.

In total 114 surveys were successfully completed, providing an overall response rate of 34%. The response rate was determined using Bryman and Bell's (2007) calculation methods.

Response rate was calculated using the following formula:

$$\text{Response Rate} = \left(\frac{\text{Usable responses}}{\text{Number of distributed surveys to contactable community events}} \right) \times 100$$

Existing ICT adoption literature has response rates of between 11% (Dholokia & Kshertri (2004) to 48% (Alam & Noor, 2009). As stated by Visser et al., (1996) quantitative research requires a response rate greater than 20% for significant analysis to be conducted. Table 4.1 illustrates sample frame, distribution size and response rate per region, demonstrating the response rate criteria by Visser et al., (1996), and within the range presented in existing ICT adoption literature.

Table 4.1: Response overview

		Auckland City	Rotorua and Taupo	Greater Wellington Region	Christchurch City	Dunedin City	TOTAL
COMMUNITY EVENTS	<i>Events</i>	165	92	199	63	61	
	<i>Events that did not meet defined criteria</i>	57	24	47	13	16	
	Criteria Defined Community events Total	108	68	152	50	45	423
DISTRIBUTION	<i>Contact details not available</i>	14	9	42	13	10	
	<i>Defective contact details</i>	13	2	9	4	5	
	Survey Distributed Total	94	59	110	37	35	335
RESPONSE	<i>Incomplete surveys</i>	10	5	5	13	2	
	Usable responses	25	20	39	13	17	114
	Response rate	27%	34%	35%	35%	48%	34%

Identifying all-inclusive list of community events is unlikely due to the lack of clear definitions and criteria available (section 2.4). Considerable effort was taken to source and identify a representable number of community events through the use of multiple information sources (section 3.5.1). Table 4.1 shows that Auckland and Wellington had a higher number of identifiable community events. This is due to a more comprehensive list being provided by the region's Council Event's teams and the regions having a higher population (figure 3.2) In addition, there are similar response rates of data collection in each of the regions. Dunedin presents the highest response rate (48%) and Auckland had the lowest response rate (27%).

4.3 Respondent profile

It is important to understand the respondents, and ensure they are representative of the overall population prior to discussion and analysis (Cavana et al., 2001).

4.3.1 Types of community events

As discussed and described in Chapter 3 (table 3.2) there are different types of community events. Using these categories, table 4.2 presents the event types of the respondents and compares this to the total population. From this, we can see the types of events included in the analysis (n=114) are a representative sample of the total population (n=423).

Table 4.2: Types of community events

Respondents (n=114)			Total sample (n=423)
Event type:	Frequency	Percentage	Percentage
Market	29	25.5%	25.0%
Fundraising	25	21.9%	17.1%
Lifestyle	22	19.3%	15.2%
Educational	16	14.0%	13.7%
Arts	11	9.6%	7.0%
Cultural	6	5.3%	7.2%
Celebration	4	3.5%	6.3%
Food	1	0.9%	5.5%
Religious	0	0.0%	2.5%

Table 4.2 illustrates that markets, fundraisers and lifestyle are the key event types within community events by both the respondent and total sample (Markets: sample 25.5%, total 25.0%; Fundraising: sample 21.9%, total 17.1%; Lifestyle: sample 19.3%, total 15.2%). This is followed by Educational events (Respondents 14%, Total 13.7%), and then Arts (Respondents 9.6%, Total 7%), Cultural (Respondents 5.3%, Total 7.2%), Festivals (Respondents 3.5%, Total 6.3%), food (Respondents 0.9%, Total 5.5%) and religious focused events (Respondents 0%, Total 2.5%).

4.3.2 Event characteristics

Respondents were asked specific questions about their community event including their event frequency, length, size of committee, number of volunteers and entrance fee costs. Through analysis it is determined the sample of respondents demonstrate a portfolio of event characteristics. This ensures the analysis and findings of social media adoption incorporates many community event types.

Frequency

Over 90% of the respondent's events reoccur (table 4.3), with nearly 50% of events repeated annually, followed by monthly (23%), then weekly (10.6%) and bi-annual (9.7%), few events were one-off (8.8%). Monthly and weekly events largely comprised of market type events (monthly: 46%, weekly 41.7%). Annual events had a high percentage of fundraising events (annual fundraisers: 37.0%).

Table 4.3: Frequency of community events

	Respondents (n=114)	Valid percentage	Market	Fundraising	Lifestyle	Educational	Arts	Cultural	Celebration	Food
Annual	54	47.8%	14.8%	37.0%	16.7%	11.1%	7.4%	5.6%	1.9%	0.0%
Monthly	26	23.0%	46.2%	3.8%	15.4%	19.2%	7.7%	7.7%	7.7%	0.0%
Weekly	12	10.6%	41.7%	16.7%	16.7%	8.3%	8.3%	0.0%	8.3%	0.0%
Bi-annual	11	9.7%	27.3%	18.2%	27.3%	18.2%	9.1%	0.0%	0.0%	0.0%
one-off	10	8.8%	10.0%	0.0%	40.0%	20.0%	20.0%	10.0%	0.0%	0.0%

Length of event

Community events are relatively short in duration with 85% lasting only 1-2 days (1 day: 67%, 2 days: 18.6%) (table 4.4). Few of the respondent's events exceeded 2 days (14.3%) which included art, lifestyle and celebration (all 28.6%). Fundraiser events and markets were mostly 1 or 2 days in length.

Table 4.4: Length of community events

	Respondents (n=114)	Valid percentage	Market	Fundraising	Lifestyle	Educational	Arts	Cultural	Celebration	Food
1 Day	76	67.0%	27.6%	26.3%	17.1%	14.5%	6.6%	3.9%	2.6%	1.3%
2 Days	21	18.6%	38.1%	14.3%	28.6%	4.8%	28.6%	4.8%	4.8%	0.0%
Over 2 days (3+)	16	14.3%	0.0%	6.3%	28.6%	4.8%	28.6%	4.8%	28.6%	0.0%

Committee size

Community event committees are overall small (1-5 members: 69%) (table 4.5). Fundraising events have the largest number of committee members (>10 members: 50%).

Table 4.5: Size of event committee

Respondents (n=114) Valid percentage			<i>Market</i>	<i>Fundraising</i>	<i>Lifestyle</i>	<i>Educational</i>	<i>Arts</i>	<i>Cultural</i>	<i>Celebration</i>	<i>Food</i>
1 to 5	78	69.0%	34.6%	19.2%	17.9%	14.1%	5.1%	5.1%	2.6%	1.3%
6 to 10	23	20.4%	8.7%	17.4%	30.4%	13.0%	17.4%	8.7%	4.3%	0.0%
Over 10	12	10.6%	0.0%	50.0%	8.3%	0.2%	16.6%	8.7%	8.3	0.0%

Event committee volunteers

Community event committees were also largely comprised of volunteers (66.2%) (table 4.6). Volunteers are most dominant in fundraising (25.5%) and lifestyle (26.5%) events.

Table 4.6: Use of volunteers within event committee

Respondents (n=114) Valid percentage			<i>Market</i>	<i>Fundraising</i>	<i>Lifestyle</i>	<i>Educational</i>	<i>Arts</i>	<i>Cultural</i>	<i>Celebration</i>	<i>Food</i>
0%	25	22.1%	23.1%	7.7%	19.2%	23.1%	15.4%	7.7%	3.8%	0.0%
1-50%	7	6.3%	20.0%	20.0%	20.0%	20.0%	0.0%	0.0%	0.0%	20.0%
51-99%	6	5.4%	36.4%	34.4%	0.0%	9.1%	18.2%	0.0%	0	0.0%
100%	69	66.2%	18.4%	24.50%	26.5%	16.30%	4.10%	6.10%	4.10%	0.00%

Entry fee

Some events charge an entry fee or donation to either support the delivery of the event, or to fundraise for a specific cause/charity. There was a near equal distribution of events that required a fee or donation (46.9%) versus free entry events (53.1%) (table 4.7). The types of events that charged for entry were mostly lifestyle events (32.6%). Free entry events were mostly markets (35%) and fundraisers (28.3%).

Table 4.7: Entrance fee requirement

	Respondents (n=114)	Valid percentage	<i>Market</i>	<i>Fundraising</i>	<i>Lifestyle</i>	<i>Educational</i>	<i>Arts</i>	<i>Cultural</i>	<i>Celebration</i>	<i>Food</i>
Free entry	60	53.1%	35.0%	28.3%	10.0%	17.4%	3.3%	4.3%	2.2%	0.0%
Entry fee	46	40.7%	15.2%	10.9%	32.6%	14.3%	10.0%	6.7%	5.0%	0.0%
Optional Donation	7	6.2%	14.3%	42.9%	14.3%	11.7%	14.3%	0.0%	0%	2.2%

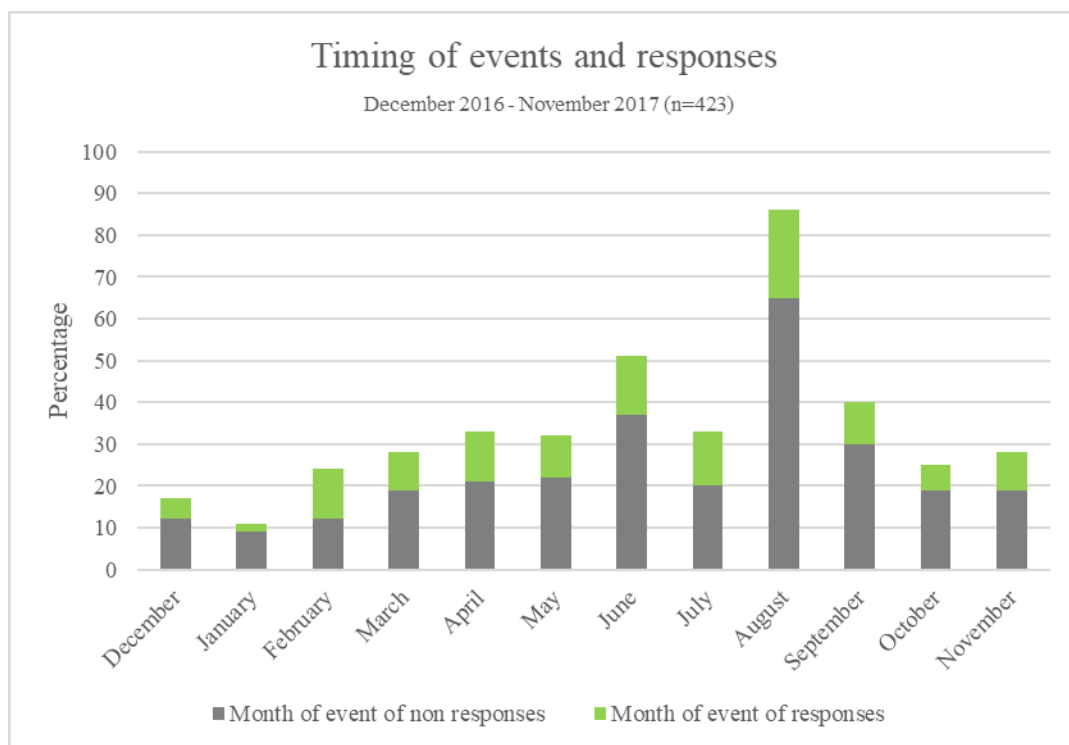
Timing of events

There is no literature describing the timing of community event delivery throughout the year. Comparing the timing, the total sample of 423 community events between 2016 and 2017, with respondents (figure 4.1), we can surmise the response presents a fair distribution of events between December 2016 to November 2017. Overall, there is a higher portion of events and responses of events held between July to August 2017.

As identified in literature (Toffler, 1990) events are a pulsating organisation, which expand and contract throughout the development and delivery of the event. The higher response relating to events occurring in August may be associated with the sources used to gather a sample population. The word-of-mouth and council information provided up-coming events, rather than past events held in prior to May 2017. In addition, this higher proportion may also be due to the survey distribution and the timing of event delivery being conducted at the same time. For example, the event committee was active in the event development,

thus readily responding to emails and enquiries, and potentially distributing more marketing information.

Figure 4.1: Timing of events



Through analysis of the respondent's profile, it can be surmised that the sample derived is representative of the wider community event population. In summary, respondent's community events were mostly market, fundraising or lifestyle type events and annually occurring for less than two days in duration. The event committee was normally formed with less than ten individuals, with most being volunteer.

4.3.3 Respondents personal use of Social Media

Respondents were asked about their personal use of social media applications, as existing knowledge of a system can support adoption (Rogers, 1995). As presented in table 4.8, 97.4% of respondents use at least one social media application for personal use. The main used social media application being Facebook (95.6%) followed by Instagram and YouTube (both 42.1%), and by Twitter (19.3%). The use of social media by respondents aligns with the popularity of systems used globally (section 2.3). In addition, 59.5% of respondents manage additional pages for other business/organisations (table 4.9).

Table 4.8: Social media personal use

N=114	Frequency	Percentage
Facebook	109	95.6%
Instagram	48	42.1%
Twitter	22	19.3%
Tumblr	0	0%
Snapchat	0	0%
YouTube	48	42.1%
WeChat	2	1.8%
None	9	2.6%

Table 4.9: Manages other social media business pages

N=114	Frequency	Percentage
Yes	66	59.5%
No	43	38.7%
Prefer not to answer	2	1.8%

4.4 Preliminary analysis

Multiple scales and measures were used to determine the level of social media use and adoption by community events. As stated in the methodology (section 3.5.2), the use of Likert scales with terminology from existing literature to understand key ICT adoption variables within theories by Rogers' (1995) and Davis' (1989) were used. To ensure the data effectively measures the key constructs of ICT adoption it is important to check the data before analysis is conducted (Cavana et al., 2001). Each survey question and item number code are provided in table 3.3 of the methodology.

4.4.1 Validity and Reliability tests

Face Validity

Face validity is the process to ensure “items being presented on the questionnaire as being clear and understandable to the subjects” (Cavana et al., 2001 p.212). Face validity was measured through pilot tests (section 3.5.2), discussion with academics and the use of existing terminology and measures from ICT adoption literature (Xiang & Gretzel, 2009, Ahuja & Thatcher, 2005; Thong, 1999). All items, questions and measures used to understand ICT adoption variables were considered appropriate prior to distributing the survey.

Construct Validity

Construct validity is defined as the process to “test how well the results obtained from the use of the measure fit the theories around which the test is designed” (Cavana et al., 2001, p.213). Two measures can be used to ensure construct validity are convergent and discriminant validity.

- Convergent validity

Convergent validity is established when the scores measuring the same theoretical items of a construct correlate or converge (Cavana et al., 2001 p.213). This was calculated through factor analysis (table 4.10).

Table 4.10: Convergent validity test results

Construct (ICT adoption)	Item	Loading	Communality
Compatibility KMO= .660	1	.767	.589
	2**	.224	.699
	3**	.029	.719
	4	.801	.641
	5	.765	.585
Ease of use KMO= .708	1**	.557	.310
	2	.744	.639
	3	.809	.666
	4	.795	.633
	5**	.583	.340
	6	.751	.631
Perceived Usefulness KMO= .762	1	.849	.720
	2	.751	.564
	3	.854	.729
	4	.721	.520
Resources KMO= .747	1**	.700	.490
	2	.780	.609
	3	.793	.651
	4**	.690	.476
	5	.604	.644
Management Support KMO= .734	1	.626	.656
	2	.879	.982
	3	.545	.693
	4	.879	.682
	5	.721	.557
Personality KMO= .764	1	.794	.648
	2	.737	.643
	3**	.669	.448
	4	.838	.725
	5	.875	.829

** Removed from calculation

Through factor analysis, multiple tests and calculations were conducted. To check the factorability of the measures The Kaiser Meyer Oken (KMO) was tested (Allen et al., 2004). As presented in table 4.10, all KMO scores of each measure are greater than 0.6, ensuring sampling adequacy (Allen et al., 2004).

All item Eigenvalues and communalities were inspected. No Eigenvalues exceeded 1, resulting in no variables presenting multidimensional attributes (Allen et al., 2004). The loading and communality values were than measured. All values should be greater than 0.5 (Cavana et al., 2001). Items highlighted with an asterisk (**) did not present an acceptable score in either their loading or communality. These were removed, and new calculations for

each remaining item were re-calculated and presented in the table. After removing selected items (labelled with **) that did not meet the required criteria, each construct (the ICT adoption variables) still had a suitable number of items (greater than 3 items). This ensures that items correlate and enables a valid mean value of the construct can be calculated.

- Discriminant validity

Cavana et al., (2001) describes discriminant validity as the process to ensure the variables are uncorrelated. This can be tested through measuring collinearity statistics. Table 4.11 presents the findings of a structural multicollinearity test of the independent variables. As Field (2009) and Allen et al., (2014) state, if the Variance Inflation Factor (VIF) exceeds 10, or the tolerance level is >0.1 than this introduces concern of multicollinearity. Table 4.11 illustrates the independent variables present no concern of multicollinearity.

Table 4.11: Collinearity Statistics

Independent variable:	Tolerance	VIF
Ease of use	.634	1.576
Perceived Usefulness	.384	2.602
Resources	.639	1.566
Personality	.356	2.806
Compatibility	.422	2.368
Organisational Support	.533	1.878

Reliability analysis

Reliability analysis of the constructs were measured through the calculation of Cronbach's alpha (α) of each variable. To determine the reliability of each scale, α needs to exceed 0.7 (Allen & Bennet, 2012). Table 4.12 presents all variables as meeting the criteria.

Table 4.12: Cronbach's alpha test of reliability

	α
Ease of use	.809
Perceived Usefulness	.780
Resources	.763
Personality	.845
Compatibility	.767
Organisational Support	.792

4.4.2 Tests of Normality

Ensuring that data is normally distributed is required prior to conducting parametric tests (Cavana et al., 2001). Both the dependent and independent variables scales were tested through their skewness and kurtosis. These are used to identify the deviation of data from normality (Cavana et al., 2001). Acceptable statistical scores of normalities for Skewness are between 2 and -2, and for Kurtosis the is 3 and -3 (Bai and Ng, 2001). As presented in table 4.13 all variables fall within these ranges. Furthermore, the Durbin-Watson test of the independent variables were calculated for each variable independently. This should score between 1.5 and 2.5 to ensure the residuals are independent of each other (Allen & Bennet, 2012). This was measured at 1.984; meeting the criteria.

Table 4.13: Tests of Normality

	Mean	Std. Dev	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
Best Practice Score	0.755	0.565	0.723	0.175	0.258	0.348
<i>Compatibility</i>	4.354	0.582	-1.024	0.226	0.807	0.449
<i>Organisational Support</i>	3.661	0.843	-0.638	0.226	0.396	0.449
<i>Ease of use</i>	4.186	0.665	-1.306	0.226	2.089	0.449
<i>Perceived Usefulness</i>	4.171	0.684	-1.378	0.226	2.414	0.499
<i>Resources</i>	3.435	1.054	-0.214	0.226	-0.906	0.499
<i>Personality</i>	3.484	0.999	-0.387	0.223	-0.489	0.449

4.5 Best Practice Social media use

The first research objective “to assess the level of best practice social media use by community event organisers” is analysed in this section. The process to determine and calculate each respondent’s social media best practice score was presented in section 3.5.3. Social media best practice scores ranged from 0 to 0.5=not exhibited, 0.5 to 1.5=poor, 1.5 to 2.5=satisfactory, 2.5 to 3=exemplary.

4.5.1 Overall adoption of Social media

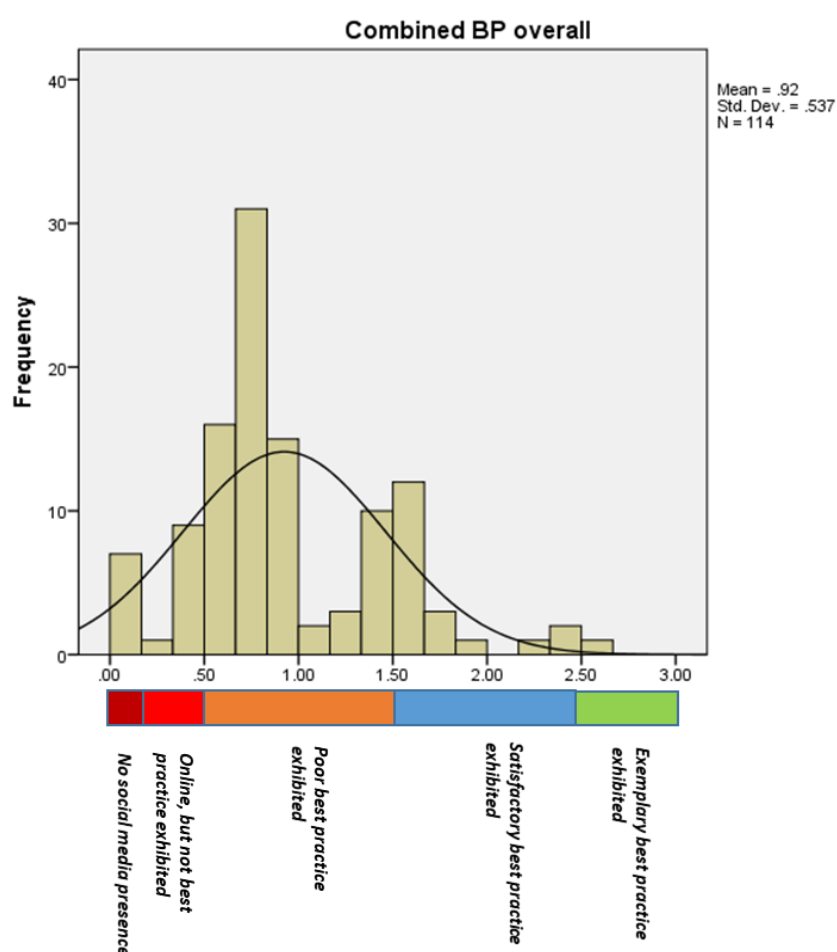
Table 4.14 presents the mean value of the respondents best practice social media use score. It is clear that only a poor best practice use of social media is being exhibited.

Table 4.14: Descriptive Statistics of social media best practice by respondents

	Mean Score	Std. Dev
Respondents (n=114)	0.924	0.537

The distribution of social media best practice scores by respondents is illustrated in figure 4.2, demonstrating that very few events are using social media at a satisfactory or exemplary level.

Figure 4.2: Dispersion of Social media best practice scores by community events



An additional 79 randomly selected community events were analysed to compare respondents and non-respondents best practice use of social media. Non-respondents are

those who fit the community event criteria, however did not complete the survey. This was to ensure the sample was representative of the wider population. When comparing the non-respondents with the survey respondents above, there is some variation of social media best practice use between the populations, but overall very similar. When analysing the descriptive statistics (table 4.15), both groups demonstrate a low level of best practice social media use (respondents $m=0.924$, non-respondents $m=0.539$).

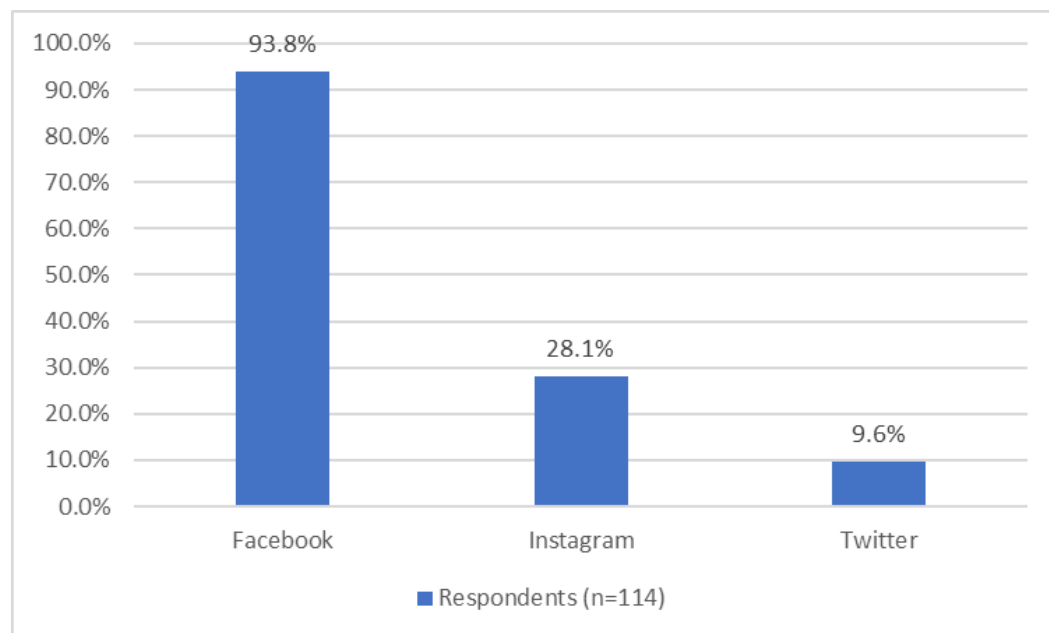
Table 4.15: Descriptive Statistics of social media best practice scores

	Mean Score	Std. Dev
Respondents ($n=114$)	0.924	0.537
Non-respondents ($n= 79$)	0.539	0.559

4.5.2 Social media applications used

As presented in figure 4.3, Facebook is the dominant social media application used by respondents for their community event (19.8%). Instagram was the second most used application (28.1%), and Twitter was the least used (9.6%).

Figure 4.3: Social media applications used

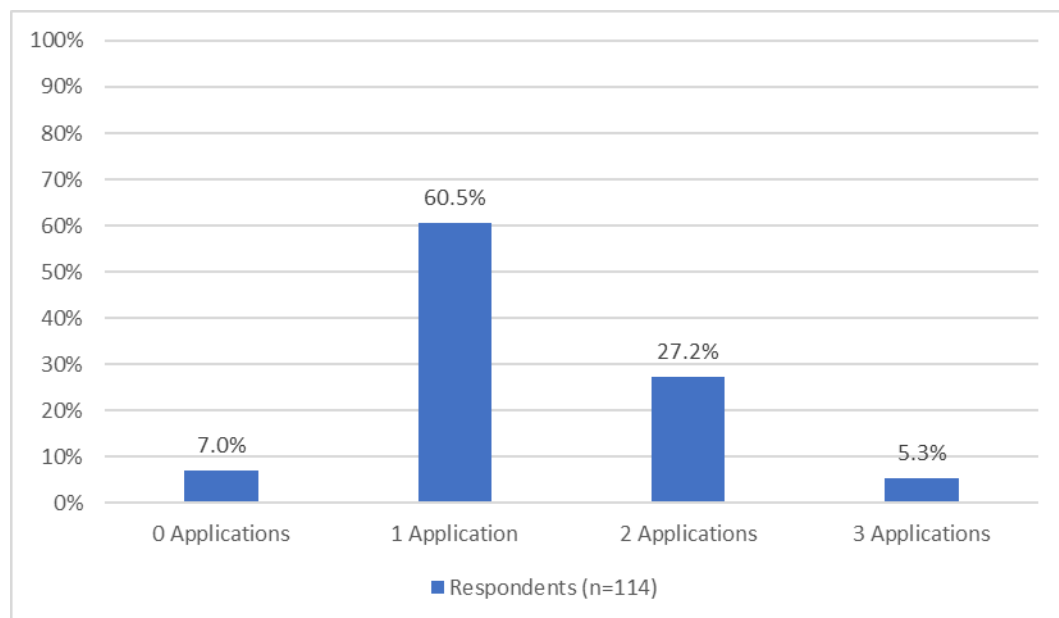


In addition, the respondents were asked to identify other applications they use for their community event. Table 4.16 identifies that few other applications are used by respondents, supporting the study's focus on Facebook, Instagram and Twitter.

Table 4.16: Respondents social media application choice

<i>(n=114)</i>	<i>Respondents</i>	<i>Percentage</i>
<i>Tumblr</i>	<i>0</i>	<i>0.0%</i>
<i>Snapchat</i>	<i>3</i>	<i>2.6%</i>
<i>YouTube</i>	<i>20</i>	<i>17.5%</i>
<i>WeChat</i>	<i>1</i>	<i>0.9%</i>

As described by Hanna et al., (2011) and Dhal (2014), social media needs to be viewed as an eco-system in which use of multiple applications is required to achieve optimum benefits. Figure 4.4 illustrates that community events however are primarily using one application (60.5%) and under 30% of respondents are using more than one application. Those who do use more than one application, all use Facebook.

Figure 4.4: Number of applications used

4.5.3 Purpose of use

The social media applications of Facebook, Twitter and Instagram provide a number of internal and external benefits to community events. Respondents were asked to identify the purpose of their social media use. Marketing of an event was identified by the majority of respondents (98.3%) (table 4.17), followed by external communication use (59.7%), and recruiting staff (41.2%). Social media use for the less prominent capabilities recognised by

Dahl (2014) and Lee (2017), such as research opportunities (attendees: 21.9% and innovative ideas: 24.5%) and sourcing resources (18.4%) are not as utilised.

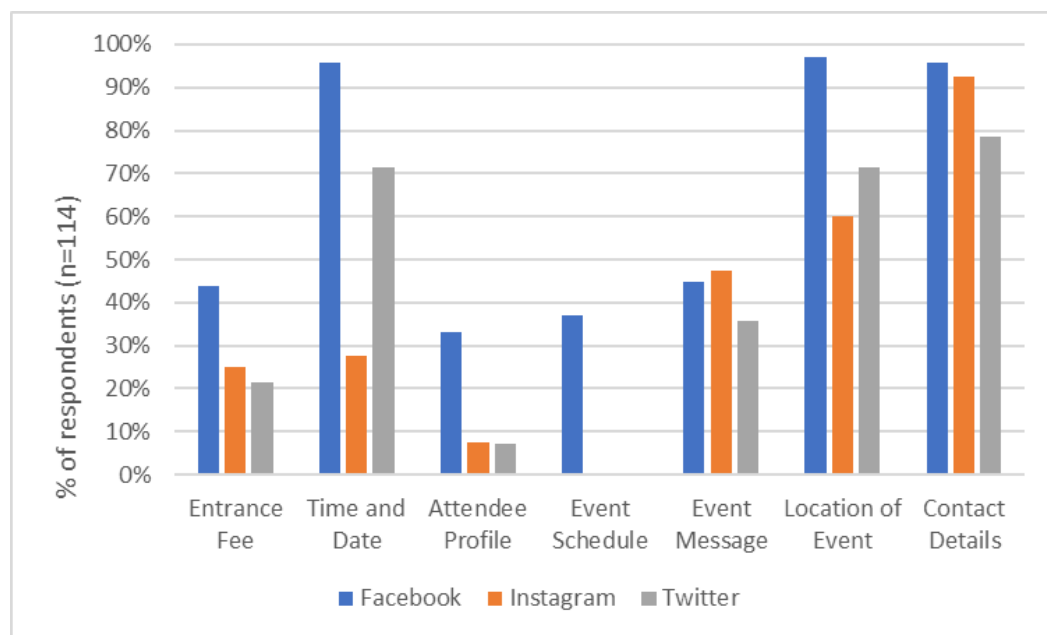
Table 4.17: Purpose of Social Media use

	Respondents	Valid Percentage
Marketing event	112	98.3%
Communicating externally	68	59.7%
Recruiting staff	47	41.2%
Communicating internally	28	24.5%
Researching innovative ideas	28	24.5%
Researching event attendees	25	21.9%
Sourcing resources	21	18.4%

4.5.4 Distribution of event details

Using criteria of event marketing content discussed by Lee (2017) and Jurriens et al., (2014), each of the respondent's pages were analysed to understand the distribution of event details (figure 4.5).

Figure 4.5: Event details provided



Location of event, and contact details were present on the majority of Facebook pages (Location 97.2%, Contact details 95.9%), Instagram (location 60%, contact details 92.5) and Twitter (location 71.4%, contact details 78.6%). Time and date was also communicated

on both Facebook (95.9%) and Twitter (71.4%), however not significantly present on Instagram (27.5%). On all three applications, event schedule, entrance fee information and attendee profile were generally not provided.

4.6 Best practice use of individual applications

To determine the overall social media best practice score ($m=0.924$), each application was analysed independently, prior to the combined average being calculated (section 3.5.3). By comparing the use of each individual application, we can identify where best practice is being exhibited and where improvements are required.

These individual attributes used to determine each event's best practice score were coded in to SPSS for analysis. A best practice score for each individual application (Facebook, Instagram, Twitter) was calculated (0 to 0.5=not exhibited, 0.5 to 1.5=poor, 1.5 to 2.5=satisfactory, 2.5 to 3=exemplary).

To begin, a comparison of best practice use of each of the analysed social media systems are provided. Then each individual application is explored in detail, presenting the respondents online presence, accessibility, responsiveness, likes, frequency of posts, content type and event details for each application.

Table 4.18, compares the mean score of social media best practice for each application of Facebook, Instagram and twitter. Respondents are using Facebook at the highest best practice level ($m=2.03$). however, this is only at a satisfactory level. The applications of Instagram and Twitter are used at a poor best practice level (Instagram $m=0.57$ and Twitter $m=0.17$).

Table 4.18: Respondents Best practice score for individual applications

Respondents overall score (n=114)		
	Mean Score	Std. Dev
Facebook	2.03	0.56
Instagram	0.57	0.66
Twitter	0.17	0.56

When analysing the users only (i.e those with a social media page on the application, rather than all respondents) we see that best practice score of Facebook is similar ($m=2.14$) with the overall respondents score ($m=2.03$) as all but two events were on Facebook. However,

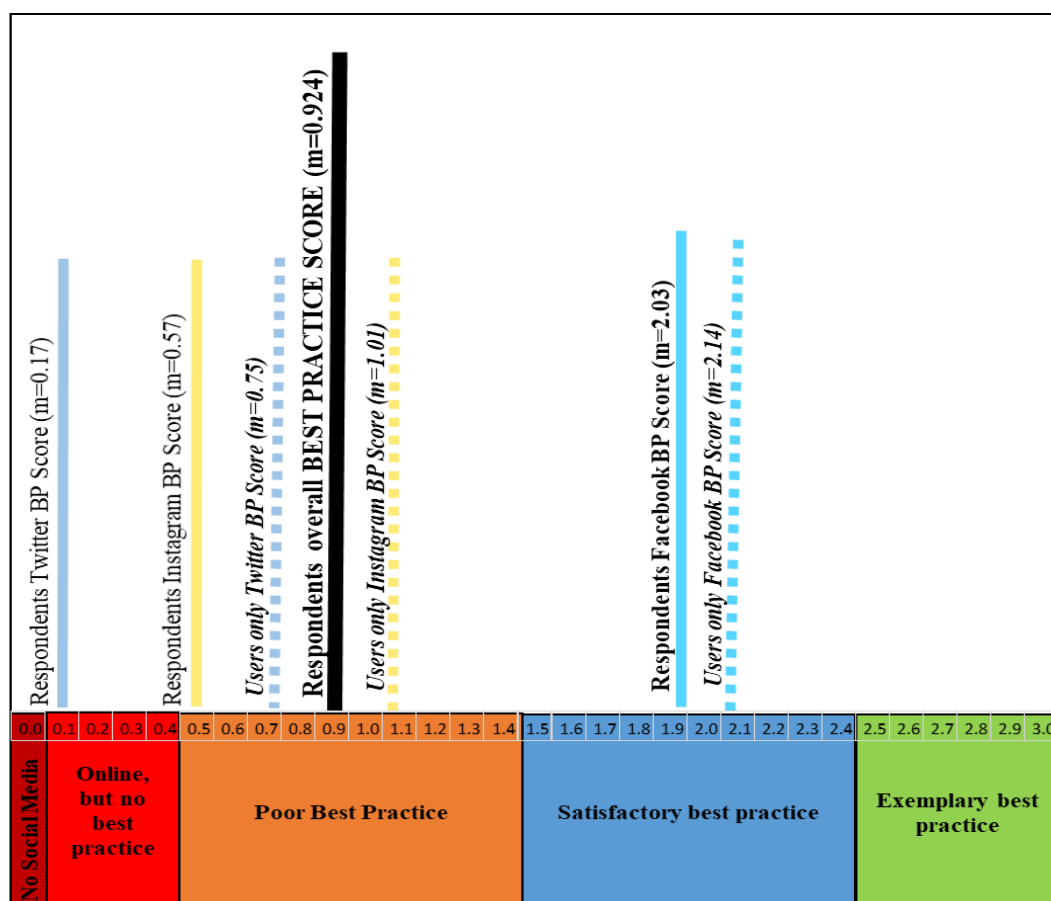
table 4.19, demonstrates that users with an Instagram and Twitter account presents a lower poor best practice use level (Instagram $m=1.01$. Twitter= 0.75).

Table 4.19: Users only Best practice score for individual applications

Users only			
	N	Mean Score	Std. Dev
Facebook	107	2.14	0.46
Instagram	31	1.01	0.30
Twitter	11	0.75	0.37

The difference of best practice use for each social media application are illustrated on figure 4.6. It presents the overall combined best practice score ($m=0.924$) with the individual applications use. This further illustrates Facebook as the dominant application used as well as the overall low best practice use of social media by community events.

Figure 4.6: Illustration of best practice use



4.6.1 Facebook

Facebook is identified as the dominant application used by community event organisers. When looking at the best practice of Facebook as a singular application, rather than the combined application score, a much higher level of best practice is exhibited (Facebook: $m = 2.03$).

Individual analysis of best practice measures for Facebook are provided in table 4.20 by those using the system. Those without an online presence on Facebook are not included.

Table 4.20: Facebook best practice analysis

FACEBOOK		Respondents (n=107)	
		Frequency	Valid Percentage
Page Type	Events Page Only	17	15.89%
	Business Page Only	12	11.21%
	Event and Business Page	78	72.90%
Access	Only available for closed group	1	0.93%
	Page is available for all to access	105	98.13%
Responsiveness	Does not respond to enquiries	1	0.93%
	Responds to enquiries 'eventually'	30	28.04%
	Responds to enquiries within a day	22	20.56%
	Very responsive to enquires	54	50.47%
Content Type	Page consists of only one of the following; text, video, image	14	13.08%
	Page consists of only TWO of the following; text, video, image	53	49.53%
	Page consists of ALL of the following; text, video, image	34	31.78%
Event Details	No event details	4	3.74%
	1-3 Event details provided	14	13.08%
	4-5 Event details provided	45	42.06%
	6 or more Event details provided	43	40.19%

Table 4.19: Facebook best practice analysis (cont.)

FACEBOOK		Respondents (n=107)	
Post frequency	1 Month	Minimum	0
		Maximum	3
		Mean	0.5
	1 Week	Minimum	0
		Maximum	13
		Mean	1.08
	1 Day	Minimum	0
		Maximum	10
		Mean	1.6
	Day/s of event (average)	Minimum	0
		Maximum	16
		Mean	2.5
Page followers	Minimum Score		14
	Maximum score		10338
	Median		429
	Mode		14
	Mean		1355

As presented in table 4.20, community events that use Facebook are mostly using accessible pages (98.1%) which ensures all marketing content can be accessed to the public. This included many having both a Facebook page and a Facebook event page (72.9%). Respondents were responsive to enquires (50%) and provided at least 2 forms of content types (Text, Video and images) (81.31%). Respondents distributed event details at a satisfactory level on Facebook with 40% distributing all required information suggested by Jurriens (2014). However, post frequency prior to event delivery was low (1 month prior: m=0.5, 1 week prior: 1.08, 1 day prior: 1.6) and overall did not meet the best practice requirement of 2 posts a day.

To further illustrate respondent's use of Facebook from table 4.20, each measure on the best practice framework (section 3.5.3) has been colour coded in figure 4.7 to summarise average use of the application.

Figure 4.7: Facebook best practice summary

Score	Not Exhibited	Poor	Satisfactory	Exemplary
	0	1	2	3
Presence	No Facebook page	Has ONLY an Facebook event page	Has a dedicate Facebook page or business page specific to the community event	Has BOTH a Facebook event's page and a dedicated business page
Accessibility	No page to be accessed	Page is private	Page is only available to a closed group	Page is available for all to access
Responsiveness	Does not respond to enquires	Responds to messages/enquires "eventually"	Responds to messages/enquires "within a day"	"Very responsive" to enquires
Post frequency (1-month prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-week prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-Day prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (Day of the event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Type of Content	No page	Pages consists of only ONE of the following: Text, video and images	Page consists of only TWO of the following: Text, video and images	Page exhibits ALL content type of Text, video and images
Event Details	No event details are provided	Provides 1-3 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides 4-5 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides over 6 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details

Key: = Poor = Satisfactory = Exemplary

4.6.2 Instagram

When analysing Instagram as a singular application, best practice is not exhibited as respondents had a very low mean score ($m=0.57$). When analysing only respondents with an Instagram page ($n=31$), rather than the entire population sample, best practice is still low ($m=1.01$) (table 4.21).

Table 4.21: Instagram best practice analysis

Instagram		Respondents (n=31)	
		Frequency	Valid Percentage
Access	Only available for closed group	0	0.00%
	Page is available for all to access	31	100.00%
Hashtag	No unique Event Hashtag	1	3.33%
	Has unique event Hashtag	30	96.77%
Event Details	No event details	3	9.70%
	1-3 Event details provided	16	51.60%
	4-5 Event details provided	9	29.00%
	6 or more Event details provided	3	9.70%

Instagram		Respondents (n=31)	
Page followers	Minimum Score	1	
	Maximum score	42260	
	Median	0	
	Mode	0	
	Mean	178	
Post frequency	1 Month	Minimum	0
		Maximum	3
		Mean	0.6
	1 Week	Minimum	0
		Maximum	5
		Mean	0.8
	1 Day	Minimum	0
		Maximum	6
		Mean	0.9
	Day/s of event (average)	Minimum	0
		Maximum	14
		Mean	1.5

There is substantially less community events that have an online presence on Instagram compared to Facebook. However, analysis of the use by those with an Instagram page identifies exemplary use for access (100%) and having a unique event hashtag (96%) (table 4.201. However, mean value of post frequency prior to event delivery also did not meet the best practice requirements (section 3.5.3) (1 month prior: $m=0.6$, 1 week prior: 0.8, 1 day

prior: 0.9). Events also did not provide the required amount event details on the application, with majority only providing 1-3 details (51.6%).

To further illustrate respondent's use of Instagram from table 4.21, each measure on the best practice framework (section 3.5.3) has been colour coded in figure 4.8 to summarise average use of the application.

Figure 4.8: Instagram best practice summary

Score	Not Exhibited	Poor	Satisfactory	Exemplary
	0	1	2	3
Presence	No Instagram page	n/a	n/a	Has an Instagram page for the event
Accessibility	No page to be accessed	Page is private	Page is only available to a closed group	Page is available for all to access
Hashtag	No page or unique hashtag	n/a	n/a	Uses a unique event hashtag when publishing content
Post frequency (1-month prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-week prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-Day prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (Day of the event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Event Details	No event details are provided	Provides 1-3 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides 4-5 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides over 6 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details

Key: = Poor = Satisfactory = Exemplary

4.6.3 Twitter

Like the findings of community event's use of Instagram, when analysing Twitter as a singular application, best practice is not exhibited ($m=0.17$). When calculating the mean score by respondents with a Twitter page ($n=11$), best practice is still only $m=0.75$ (table 4.22).

Table 4.22: Twitter best practice analysis

Twitter		Respondents (n=11)	
		Frequency	Valid Percentage
Access	Only available for closed group	2	18%
	Page is available for all to access	9	82%
Hashtag	No unique Event Hashtag	3	27%
	Has unique event Hashtag	8	72.73%
Event Details	No event details	2	18.18%
	1-3 Event details provided	3	27.27%
	4-5 Event details provided	6	54.55%
	6 or more Event details provided	0	0.00%

Twitter			Respondents (n=11)	
Page followers	Minimum Score		2	
	Maximum score		1198	
	Median		600	
	Mode		0	
	Mean		109	
Post frequency	1 Month	Minimum	0	
		Maximum	1	
		Mean	0.1	
	1 Week	Minimum	0	
		Maximum	2	
		Mean	0.1	
	1 Day	Minimum	1	
		Maximum	26	
		Mean	1.2	
	Day/s of event (average)	Minimum	1	
		Maximum	6	
		Mean	1.1	

As presented in table 4.22, very few community events included in the sample have an online presence on Twitter ($n=11$). Best practice was low due to accessibility only available on 80% of pages, most respondents shared few event details (at least 4 event details: 54%),

and not all had a unique event hashtag (72%). Like both Facebook and Instagram, respondents did not exhibit best practice post frequency requirements (section 3.5.3) (1 month prior: m=0.1, 1 week prior: 0.1, 1 day prior: 1.2).

Like the previous applications, to further illustrate respondent's use of Twitter from the findings within table 4.22, each measure on the best practice framework (section 3.5.3) has been colour coded in figure 4.9 to summarise the use of Twitter.

Figure 4.9: Twitter best practice summary

Score	Not Exhibited	Poor	Satisfactory	Exemplary
	0	1	2	3
Presence	No Twitter account	n/a	n/a	Has a Twitter account for the event
Accessibility	No page to be accessed	Page is private	Page is only available to a closed group	Page is available for all to access
Hashtag	No page or unique hashtag	n/a	n/a	Uses a unique event hashtag when publishing content
Post frequency (1-month prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-week prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (1-Day prior to event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Post frequency (Day of the event)	No page	Posts but not at recommended amount	n/a	Meets best practice recommended posts
Event Details	No event details are provided	Provides 1-3 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides 4-5 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details	Provides over 6 of the following event details: Entrance free, time and date of event, Audience Attendee profile, event schedule, event theme or message, location, contact details

Key: = Poor = Satisfactory = Exemplary

4.7 Understanding social media adoption

The second research objective is to understand the characteristics that enable or deter the adoption of social media applications by community events. This is through the application of ICT adoption theories. Respondents were asked to reflect their community events support towards variables from within Rogers' (1995) and Davis' (1986) ICT adoption theories through Likert scale questions (section 3.5.2). This section explores and validates the research hypotheses introduced in section 3.5.4. A summary of the hypotheses outcomes is presented in table 4.23. This is followed by the correlation and regression findings to further understand the relationship between ICT adoption variables and social media use.

Table 4.23: Hypothesis outcomes summary

Hypothesis	Significance	Direction	Hypothesis supported
H1: Compatibility <i>The use of social media that are compatible with an event's existing practices are more likely to exhibit a high level of best practice use</i>	$p < 0.011^{**}$	Positive	Supported
H2: Complexity <i>Events that perceive social media applications as 'easy to use' are more likely to exhibit a high level of best practice use</i>	$p < 0.009^*$	Positive	Supported
H3: Personality <i>Participants that actively assign time and interest towards understanding social media use are more likely to exhibit a high level of best practice social media use.</i>	$p < 0.002^*$	Positive	Supported
H4: Perceived usefulness <i>Event organisers that perceive social media as useful are more likely to exhibit a high level of best practice use</i>	$P < 0.01^*$	Positive	Supported
H5: Resources <i>Event organisations that provide resources to implement and support social media use are more likely to exhibit a high level of best practice use</i>	$p < 0.012^{**}$	Positive	Supported
H6: Organisational support <i>Enthusiasm towards social media use by event organisers are likely to exhibit a higher level of social media best practice</i>	$P < 0.006^*$	Positive	Supported

Note: N= 114, $^*p < 0.01$ $^{**}p < 0.05$

All hypotheses presented in table 4.23 had a positive relationship. This demonstrates that when an ICT adoption characteristic is perceived to be displayed within a community event, social media best practice use is higher. Each hypothesis was validated at the $p < 0.05$ level. This supports the ICT adoption paradigm by Jeyaraj et al., (2006) (figure 2.2) which recognised that organisations that demonstrate a high level of support towards the ICT adoption variables, are more likely to successfully adopt the system.

4.7.1 Hypothesis statistical validation

A description of each statistical test to validate the research hypotheses is presented. All variables were tested for validity, reliability and normality prior to analysis (section 4.4.1). Following the approach of Tan (2009), correlations, singular linear regression and unstandardized co-efficient were tested to understand each ICT adoption variable's influence on social media best practice scores. Each of the ICT adopting variables were ranked through Likert scales, ranging from 1-strongly disagree, through to 5-strongly agree.

The following section will present the statistical validation of each hypothesis independently. This includes the mean score of each of the ICT adoption variable used, and the regression analysis results. Unstandardized (B) and standardised (β) are also presented within each hypothesis results.

Hypothesis 1: Compatibility

Respondents were asked to reflect on the compatibility of social media use with their event's existing processes. The mean score of compatibility by respondents was $m = 4.34$ with a standard deviation of 0.58. As presented below, using Pearson's correlation coefficient, there is a positive significant relationship between level of social media best practice and compatibility.

	B	Std. Error	β
Compatibility	0.218	0.085	.237**

$N = 114$, ** $p < 0.05$

Regression analysis identifies the predictor variable of compatibility accounted for relatively small variability of 5.6% in the adoption of social media ($R^2 = .056$, adjusted $R^2 = 0.048$, $F(1,113) = 6.636$, $p < 0.011$).

Hypothesis 2: ease of use

Respondents were asked about the ease of use for using social media applications for their event. The mean score of ease of use by respondents was $m=4.19$ with a standard deviation of 0.66. As presented below, using Pearson's correlation coefficient, there is a positive significant relationship between level of social media best practice and ease of use.

	<i>B</i>	Std. Error	β
Ease of use	0.189	0.074	.234*

Note: $N=114$, $**p<0.01$

Regression analysis identifies the predictor variable of ease of use accounted for relatively small variability of 5.5% in the adoption of social media ($R^2=.055$, adjusted $R^2 = .046$, $F(1,113) = 6.465$, $p<0.009$).

Hypothesis 3: Personality

Respondents were asked to reflect on the time and interest they assign to understanding social media use to support their community event. The mean score of personality by respondents was $m=3.48$ with a standard deviation of 0.99. As presented below, using Pearson's correlation coefficient, there is a positive significant relationship between level of social media best practice and personality.

	<i>B</i>	Std. Error	β
Personality	0.153	0.049	.281*

Note: $N=114$, $*p<0.01$

Regression analysis identifies the predictor variable of personality accounted for relatively small variability of 8.1% in the adoption of social media ($R^2=.081$, adjusted $R^2 = .073$, $F=1,113) = 9.902$, $p<0.002$).

Hypothesis 4: Perceived usefulness

Respondents were asked to reflect on the perceived usefulness of using social media applications for their community event. The mean score of compatibility by respondents was $m=4.17$ with a standard deviation of 0.68. As presented below, using Pearson's correlation coefficient, there is a positive significant relationship between level of social media best practice and perceived usefulness.

	<i>B</i>	Std. Error	β
Perceived usefulness	0.238	0.071	.303*

Note: $N=114$, $*p<0.01$

Regression analysis identifies the predictor variable of perceived usefulness accounted for relatively small variability of 9.2% in the adoption of social media ($R^2=.092$, adjusted $R^2=.083$, $F(1,113)=11.293$, $P<0.01$).

Hypothesis 5: Resources

Respondents were asked to reflect on the resources available to support social media use for their community event. The mean score of resource availability by respondents was $m=3.43$ with a standard deviation of 1.05. As presented below, using Pearson's correlation coefficient, there is a positive significant relationship between level of social media best practice and resources.

	<i>B</i>	Std. Error	β
Resources	0.136	0.053	.235**

Note: $N=114$, $**p<0.05$

Regression analysis identifies the predictor variable of resources accounted for relatively small variability of 5.2% in the adoption of social media ($R^2=.052$ adjusted $R^2=.043$, $F(1,113)=6.110$, $p<0.012$).

Hypothesis 6: Organisational support

Respondents were asked to reflect on the organisational support received by their community event organisers for social media use. The mean score of organisational support by respondents was $m=3.66$ with a standard deviation of 0.84. Using Pearson's correlation coefficient there is a significant relationship between level of social media best practice and organisational support.

	<i>B</i>	Std. Error	β
Organisational support	0.116	0.047	.257*

Note: $N=114$, $*p<0.01$

Regression analysis identifies the predictor variable of organisational support accounted for relatively small variability of 6.6% in the adoption of social media ($R^2=.066$, adjusted $R^2=.058$, $F=1,113 = 7.910$, $P<0.006$).

4.7.2 Event Characteristics

In addition to the hypothesis presented above, event characteristics were analysed to understand their influence on social media use. This approach follows the approach of Tan (2009) through one-way ANOVA to understand if discrepancies of use differ between sub-categories of characteristics.

The use of one-way ANOVA identified that the mean differences between sub-categories of event characteristics were not statistically significant. This is likely an outcome of the N value of some groups being relatively low. However, the mean value calculations of social media best practice scores within the event categories present some interesting findings in which inferences within the discussion are made. Best practice score ranges 0 to 0.5=not exhibited, 0.5 to 1.5=poor, 1.5 to 2.5=satisfactory, 2.5 to 3=exemplary.

1. Size of event core committee

There is very little variation in social media best practice use between event committee size. There is positive increase as the size of the committee increases. Event committees with a smaller committee size exhibit a lower score (1-5 people $m=0.85$) in comparison to larger groups (16-20 people $m=1.36$) (table 4.24).

Table 4.24: Event committee size and social media use

	Mean	Std. Dev.
1-5 People ($n=78$)	0.85	0.46
6 – 10 People ($n=23$)	1.01	0.72
11-15 People ($n=6$)	1.07	0.40
16-20 People ($n=4$)	1.36	0.78
Over 20 ($n=2$)	0.91	0.06

one-way ANOVA = $P<0.130$ (*not supported*)

2. Frequency of events

Community events differ in frequency, with some being a one-off event, and others being delivered weekly. Events that are delivered on an annual basis have the highest best practice mean value ($m=1.022$) (table 4.25). However, this is not substantially greater than monthly ($m=0.92$) and weekly ($m=0.92$) occurring events. Events that are one-off or bi-annual presented the lowest best practice use (one off: $m=0.07$, bi-annual: $m=0.65$).

Table 4.25: Event frequency and social media use

	Mean	Std. Dev.
Weekly (n=12)	0.92	0.64
Monthly (n=26)	0.92	0.45
Annual (n=54)	1.02	0.59
Bi-annual (n=11)	0.65	0.41
One off (n=10)	0.07	0.49

one-way ANOVA = $p < .0143$ (not supported)

3. Percentage of Volunteers

Events that had a higher number of volunteers within the core committee, presented a lower social media best practice score (table 4.26). Events with 51-99% of volunteers had a very low best practice score ($m=0.548$), followed by 100% volunteer committees ($m=0.89$). However, those with no volunteers, or up to 50% of volunteers had a higher social media best practice score (0% volunteers: $m=0.978$, 1-50% volunteers: $m=0.939$).

Table 4.26: Volunteer Committee and social media use

	Mean	Std. Dev.
0% (n=26)	0.97	0.67
1-50% (n=5)	0.93	0.51
51-99% (n=11)	0.54	0.62
100% (n=70)	0.89	0.35

one-way ANOVA $p < 0.127$ (not supported)

4. Entrance fee

Respondents were asked if an entrance fee was required to attend their community event. This measure was included in the study to indicate resource availability. Events that charged an entrance fee had the lowest best practice score ($m=0.892$), followed by free events ($m=0.912$). Events that encouraged donations had the highest score ($m=1.34$) (table 4.27).

Table 4.27: Entrance fee and social media use

	Mean	Std. Dev.
Entrance fee ($n=46$)	0.89	0.52
Donation ($n=7$)	1.34	0.59
Free Entry ($n=60$)	0.91	0.52

one-way ANOVA: $p<0.112$ (*not supported*)

5. Type of event

Celebration type events use social media applications at the highest mean value ($m=1.65$), followed by market events ($m=1.01$). Art event types presented the lowest best practice score ($m=0.75$) (table 4.28).

Table 4.28: Type of event and social media use

	Mean	Std. Dev.
Fundraising ($n=43$)	0.86	0.48
Education ($n=31$)	0.88	0.47
Cultural ($n=15$)	0.99	0.46
Market ($n=45$)	1.01	0.48
Celebration ($n=10$)	1.65	0.68
Lifestyle ($n=32$)	0.89	0.56
Arts ($n=15$)	0.75	0.69

one-way ANOVA = $p<0.156$ (*not supported*)

4.8 Conclusion

This chapter has presented findings relating to understanding the use of social media by community events. The response rate of 34% was presented, followed by addressing the respondents profile, including type of event, event frequency, event committee and entrance fee charge. This confirmed the sample's representativeness to the wider community event population. Respondents use of social media applications for personal use was then analysed, recognizing that majority of the sample (97.4%) use at least one application, and 59.5% of respondents manage social media pages for another business. Through validity, reliability and normality analysis, the data collected through the online-survey and the best practice social media scores were confirmed appropriate to conduct statistical analysis.

The findings to understand research objective one was presented. This recognised respondents overall use of social media applications to support their community event. It was identified that respondents generally only use one application (60%), with the main application being Facebook (93.8%). Social media is used predominately to aid marketing capabilities (98.3%), additional capabilities available including research and internal communication are not being as used. Each application of Facebook, Instagram and Twitter use was then analysed independently to further understand community events use of social media.

Research objective two findings were then provided. To understand factors that enable or deter social media use by community events, variables from Rogers' (1995) Adoption and Diffusion of Innovation Theory, and Davis' (1986) Technology Acceptance Model were statistically tested with best practice scores. Each research hypothesis was validated, confirming that community events that present higher adoption variables are likely to have a higher best practice use of social media. Event characteristics were then explored to understand their effect on best practice mean values. These were not statistically validated due to the *N* value group sizes being low, however they did present some inferences of their influence towards social media adoption. This included community events without volunteers within their organising committee, annual events and events with a donation entry fee presenting a higher level of social media best practice.

The next chapter discusses these statistical findings with key concepts from literature. The outcomes of best practice social media use and validation of hypothesis are analysed in-depth. The potential causes and implications that may have influenced the results are recognized further addressing the research aim and objectives.

Chapter 5: Discussion

5.1 Introduction

This chapter discusses the results of the statistical tests from chapter 4 to address the thesis research aim and objectives. Combining concepts from within social media, community events and ICT adoption literature, inferences are made to interpret and discuss the statistical test outcomes.

The chapter begins by exploring research objective 1: Assess the level of best practice use of social media by community event organisers. First the use of social media applications is discussed, addressing which best practice measures are exhibited at a poor, satisfactory or exemplary level. This is followed by describing the managerial and organisational characteristics of community events that may have influenced social media use.

Research objective 2: To determine the effects of the ICT adoption variables on social media use by community events is then addressed. An analysis of the variables from Rogers' (1995) Adoption and Diffusion of Innovation Theory, and Davis' (1986) Technology Acceptance Model are discussed. Chapter 4 validated the research hypotheses, confirming the positive statistical significance these variables have towards influencing social media use. The outcomes of these relationships between ICT adoption and social media use within community events are discussed in-depth. To conclude this chapter, a summary of the discussion is provided to present the significant findings and key attributes from the analysis.

The post-positivist paradigm is incorporated within the discussion. Analysing and interpreting the quantitative data in a post-positive perspective incorporates critical realism to challenge findings (Cavana et al., 2001). The context of the research including key concepts from literature, exploratory interview findings and the population characteristics are considered throughout this analysis.

5.2 Social media use by community events

Each respondent's event social media pages were systematically analysed to determine the level of best practice use. This analysis (section 4.5 & 4.6) measured community events' Facebook, Instagram and Twitter pages for their online presence, accessibility, event details, response rate and post frequency. Each events' best practice social media score ranged from; 0 to 0.5=not exhibited, 0.5 to 1.5=poor, 1.5 to 2.5=satisfactory, 2.5 to 3=exemplary. Table 5.1 presents a summary of the best practice mean scores.

Table 5.1: Summary of Social media best practice

	Mean score	Std. Dev
Best practice score	0.984	0.537
<i>(Combined applications)</i>		
<i>Facebook</i>	<i>2.027</i>	<i>0.697</i>
<i>Instagram</i>	<i>0.572</i>	<i>0.945</i>
<i>Twitter</i>	<i>0.174</i>	<i>0.570</i>

Overall, poor use of social media was exhibited by respondents ($m=0.984$). This score was largely influenced by 70% of respondents having an online presence on just one application, thereby lowering their overall combined average score, and not adopting an eco-system approach to social media (figure 2.3) (Hanna et al., 2011)

Figure 5.1 illustrates a summary of respondents best practice use for each application and their combined overall use. As presented, community events exhibit 'poor' and 'satisfactory' use of majority of the social media measures. Facebook is used at the highest best practice level, presenting largely satisfactory measures, Instagram and Twitter however, are used mostly at a poor level. Exemplary social media use was only exhibited for the accessibility measure, as 97% of pages were publicly available. Access ensures all potential attendees can view all content, enquiries and event information. However, if content isn't distributed correctly, and the social media capabilities are not being utilized, then the 'access' attribute alone cannot provide benefits to community events.

Figure 5.1: Summary of best practice social media use by community events

	Facebook	Instagram	Twitter	Overall
Has a presence on the application	✓	✗	✗	-
Page is accessible	✓	✓	✓	✓
Responsiveness	-	n/a	n/a	n/a
Unique Hashtag	n/a	✓	✗	✗
Post frequency (1-month prior to event)	✗	✗	✗	✗
Post frequency (1-week prior to event)	✗	✗	✗	✗
Post frequency (1-Day prior to event)	-	-	✗	✗
Post frequency (Day of the event)	✓	-	✗	✗
Event details	-	✗	-	-
Type of content	-	n/a	✗	✗

Key: ✗=Poor, -=Satisfactory, ✓=Exemplary

The dominance of poor and satisfactory use of social media presented in figure 5.1, negatively influenced respondent's overall best practice scores. The individual measures used to determine best practice were identified from literature and social media experts. These were presented in a "social media best practice" framework to systematically measure actual use of the applications (section 3.5.3). The approach enabled a preliminary analysis to quantitatively measure social media use by community events. Calculating a best practice score facilitated actual systems use to be recognised unlike most ICT adoption literature which assumes use or requires respondent "self-appraisal" of use (Sahin, 2006). This thesis validates actual use of social media applications by community events

When considering the measures from within the social media best practice framework, some inferences can be made. The best practice measures used (section 3.5.3) were largely derived from within business and marketing literature, as few event' specific best practice measures were identifiable. The measures used predominantly support social media use for businesses to aid in profitable, competitive and promotional outcomes. Community events on the contrary, aim to support the well-being of the local population, support charitable

groups and local businesses, provide educational opportunities, and strengthen cultural identity. Different managerial and organisational processes are exhibited within events compared to more traditional businesses. The framework measured used helped to identify social media use, however, through analysis, the applicability of these measures for community events are critiqued throughout this discussion chapter.

A key determinant influencing the low best practice scores by respondent is the eco-system approach by Hanna et al., (2011) (figure 2.3) of social media not being utilized by community events. It was found that 70% of respondents only use one social media application. This lowered their overall best-practice score as the average use of all three social media applications was calculated (section 3.5.3). Hanna et al., (2011) and Dahl (2014) argue promotional content will be limited to a narrow audience if only one application is used. The use of multiple applications facilitates variance in the distribution of content. This reduces the risk of ‘social information processing theory’ and enable more effective messages to be shared (Dahl, 2014). This approach is not adopted by community events.

Analysis of social media use by respondents identified that Facebook was the most used application (Facebook: 93.86%, Instagram 29.9%, Twitter, 20.2%). When measured as a single application, Facebook also had the highest best practice score (m=2.203). This higher proportion of use of Facebook, both externally (section 2.3) and by respondents, may be due to its less restrictive and more business orientated capabilities. For example, Twitter limits users to distributing ‘tweets’ at a maximum of 140 (now 240) characters, and Instagram requires all content to have a shared image or video, which may deter use. The dominant use of Facebook by community events may be further influenced by the applications association with event webpages. Both eventfinder.com and Eventbrite.co.nz embed the content shared on event Facebook pages for distribution and linking onto their own webpage (figure 5.2).

Figure 5.2: Embedded Facebook and event specific webpage

Restrictions:	All Ages
Ticket Information:	Admission: Free
Websites:	Thorndon Fair
	Facebook Page

Source: Eventfinder.co.nz (2017)

Respondents post frequency overall did not meet the best practice requirements. Table 5.2, presents the required post frequency from literature with the mean value and percentage of respondents meeting the best practice amount. Although post-frequency was poor, the comparison between 1-month prior to event delivery frequency of posts and 1-day prior to event delivery frequency of posts identified interesting behavioural characteristics of community events. Respondent post frequency mean value increased as the event delivery got closer, from 1-month: $m=0.5$ posts a day to 1-day: $m=1.6$ posts a day. We can associate the increase of posts with Toffler's (1990) discussion of events being a pulsating organisation. Events as pulsating organisations (Toffler, 1990) is the concept that event committees expand and contract with the event's development and delivery. The increase of posts by respondents supports Toffler's (1990) concept, as it is likely more organisers or volunteers were available to aid in event set-up and delivery processes. This may encourage or enable a committee member to begin constructing and distributing content to encourage attendance to the event. In addition, Toffler's (1990) concept recognises event tasks becoming a greater priority to ensure information and promotion is distributed. This may have further encouraged a greater post frequency to be exhibited by respondents. The pulsating organisation (Toffler, 1990) negatively effects Lee's (2017) recommendation to start early" when using and distributing social media content. As events require participation by attendees, promotional content needs to be distributed early to ensure availability of potential event goers (Lee, 2017). If the event organisation team is not formed much earlier than the event date, the ability to construct and deliver social media content early may also be limited.

Table 5.2: Summary post frequency

		1 MONTH		1 DAY	
	Best practice post frequency	Average number of posts by respondents	Percentage of best practice	Average number of posts by respondents	Percentage of best practice
Facebook (n=107)	<i>2 post a day</i>	0.5	30%	1.6	43%
Instagram (n=40)	<i>1-2 posts a day</i>	0.6	23%	0.9	31%
Twitter (n=13)	<i>15 posts a day</i>	0.1	0%	1.2	9%

As recognized by Jurriens (2014), distributing event details through social media can create awareness and increase attendance at upcoming events. The event detail requirements were selected from within Jurriens' (2014) social media marketing for mega event's research. Overall, respondents had poor best practice when sharing event details, specifically the content to inform attendees about the event schedule and attendee profile information (figure 4.5). However, when considering the characteristics of community events included in the study, some inferences can be made as to the applicability of these measures.

First, the lack of "event schedule" details proposed by Jurriens (2014), may be because not all community events have a defined agenda. 25.5% of respondent's events were "market" event types, organisers may assume that attendees understand market procedures and therefore considered they did not need to provide this information. In contrast, Jurriens' (2014) study was of mega-events (e.g sporting events and music festivals), these often have multiple venues, stages, times and performers in which informing attendees of the schedule is necessary for the experience they are trying to deliver. Hudson & Hudson (2013) also identified the major-event of The Latitude Festival using social media to update attendees of the scheduling of performers. Community events on the contrary are often much more simplistic, held in one location and are delivered over a much shorter time period.

Second, "attendee profile" is recommended by Jurriens (2014) to ensure homogeneity of attendees with similar demographics, needs and motives attend the event. This can affect expectations and satisfaction of the event experience. However, the purpose of developing and delivering community events encourage to local resident's participation and support well-being. For example, markets, fundraisers, fun runs are developed support all demographics within a community, and purposely encourage everybody to participate to support the event outcomes. Narrowing the attendee profile may not always be necessary or desirable for community events and may limit attendance rates or outcomes sought by event delivery.

In addition, specific event characteristics were also explored to assess their influence for respondent's social media best practice use. This included the size of the event organising committee, frequency of the event, percentage of volunteers within the committee, entrance fee and type of event. Using the approach by Tan (2009), these were tested through calculating the mean score of each category (section 4.7.2) to identify discrepancies between groups. Although not statistically significant due to the low *N* value of groups,

some inferences could be made. Event characteristics that had some influence on social media best practice were frequency of event, percentage of volunteers, and entrance fee.

Frequency of event determined how often respondent's community events are delivered and was incorporated into the study to further understand the effects of Toffler's (1990) concept of events as pulsating organisations. One-off or annually occurring events were considered likely to exhibit a more 'pulsating' or evolving organisation structure to the lead-up and delivery of the event. Toffler (1990) believes that as an event delivery date draws closer, more resources, staff and prioritizing of tasks is exhibited. It could be assumed that events that are delivered weekly or monthly, may have a more consistent organisational committee all year round. This should support and enable greater emphasis on using and distributing content on social media applications as staff are available. This would positively influence best-practice scores and differentiate these events from one-off events where the committee is often only formed close to the event delivery. However, the opposite outcome was produced with annual events exhibiting highest best-practice social media score ($m=1.02$) compared to weekly ($m=0.92$) and monthly ($m=0.92$) events. Considering the types of events included in the study, some inferences of this outcome can be made. Re-occurring events such as markets, that received a lower score, may be a result of these events being ingrained into a communities' identity and routines. Markets can support local's hobbies by enabling the sale of handmade crafts and foods. This can result in word-of-mouth communication being satisfactory and the need to extend marketing capacity to a wider population is not perceived as a necessity. Annual events however may present a higher best practice score, as creating awareness and ensuring participation could be considered more crucial as the event is less frequent.

Participants were asked to share the percentage of volunteers in the core committee and to advise if an event fee was required for entry to their community events. These measures were explored as a metric to understand the effects of different resource availability on social media use. This was explored in addition to Rogers' (1995) ICT adoption variable of "resources" which is analysed in the next section. Events that had a higher proportion of volunteers in their event committee had a lower best practice score (100% volunteers: $m=0.89$, 0% volunteers: $m=0.976$). This can be attributed to volunteers potentially conducting events tasks as a secondary job. This can affect the perceived priority, time and availability to construct and deliver social media content. Interestingly, entrance fee requirements had the opposite outcome expected. It could be considered that events that charged entrance fee may have more resources for constructing and delivering social media

content. However, events that charged for attendance had a lower best practice score ($m=0.893$) in comparison to free ($m=0.913$) and donation ($m=1.34$) entry events. When considering the multiplicity of task requirements for event delivery, this measure of using the event fee is not a conclusive metric of resource availability. In addition to promotional tasks, event delivery can require venue hire costs, infrastructure, resource consent, utility's and services. Event entry fees charged were very low, ranging from \$1-\$20, suggesting fees are not set at a commercial profitable rate. This low entrance fee may actually only cover the cost of delivery itself, without additional revenue to be spent on supporting and developing social media content. Free events may have exhibited a slightly higher best practice score, as the costs of more extensive marketing and promotional opportunities may not be available. For example, Grant Thornton (2013), identifies the opportunities of using social media to aid marketing for start-up and volunteer organisations. Distributing basic content through the systems is relatively low cost, facilitating resources to be spent on more crucial business tasks.

This analysis of social media use identified that adaptations to the “best practice” framework are required to further understand community event specific characteristics that may influence use. The systematic approach used did however enable each event's use of social media to be objectified and analysed, to provide a preliminary understanding of use. Furthermore, it also enabled statistical tests to understand the selected ICT adoptions variables within Rogers' (1995) Diffusions of innovations theory, and Davis' (1986) Technology Acceptance Model on social media use to be conducted. These statistical tests validated the predicted hypotheses (section 3.5.4) and aligned with existing ICT adoption research. This recognized the importance these variables have on supporting the successful adoption of a technology. Analysis of these statistical test outcomes through a post-positivist perspective and consideration of community event motives are described in the next section. This perspective further enabled the identification of the behavioural outcomes of community events that may have influenced their social media use. This provides a greater critique of the poor and satisfactory social media best practice outcomes.

5.3 Adoption of Social Media

To better understand adoption of social media by community events, ICT adoption variables were statistically tested to understand their effects on respondents best practice scores (section 4.7) (research objective 2).

5.3.1 Overview of ICT adoption and Social media

Within chapter 4, the use of correlations and singular linear regression analysis were conducted to explore the statistical significance of each ICT adoption variable with social media best practice scores. Each hypothesis was validated (section 4.7.1), supporting variables from within Rogers' (1995) and Davis' (1986) ICT adoption theories towards influencing successful technology adoption. The ICT adoption variables all exhibited a statistically significant relationship to social media best practice scores at the $p < 0.05$ (5%) level.

As presented in section 4.7.1, the ICT adoption (predictor variables R^2) only accounted for relatively small variability to the dependent variable (best practice score) (table 5.3). This suggests additional external variables may influence social media use. Incorporating more community event specific measures into the ICT adoption variables, and adaptations to the best practice analysis approach may have identified these.

Table 5.3: Variance and Beta (β) values

Variable	R^2	β
Perceived usefulness	9.2%	0.218
Personality	8.1%	0.189
Support	6.6%	0.153
Compatibility	5.6%	0.238
Ease of use	5.5%	0.136
Resources	5.2%	0.116

The Beta (β) values of each ICT adoption variable (which represents the gradient of regression) were positive. In normal circumstances (Sahin, 2006; Jeyaraj et al., 2006), we would expect to see a high gradient increase of systems use/adoption when respondents positively view the ICT adoption variables at a high level. Interestingly, community events however presented a relatively low gradient increase (table 5.3) between low and high

adoption and social media use. In addition, the mean scores of each variable by respondents were all high (1= low, 5= high) as showed in table 5.4. This suggests that community events perceive they exhibit high social media adoption and use, however the social media analysis through the framework identified they had much lower best practice use (section 4.5 & 4.6).

Table 5.4: Summary of best practice social media mean scores

Variable	Mean score (<i>n</i>=114)
Compatibility	4.34
Ease of use	4.19
Perceived usefulness	4.17
Support	3.66
Personality	3.45
Resources	3.43

The following discussion addresses why this perceived high-level adoption and use is exhibited through considering the outcomes with the characteristics of community events, social media and the ICT adoption variables.

5.3.2 Perceived usefulness

Perceived usefulness is recognised when a system can provide an advantage to the process it replaces. Overall, respondents acknowledged that social media applications are a useful technology to support their community event ($m=4.17$). This adoption variable also had the most significant influence on social media best practice scores ($R^2=9.7\%$).

We can surmise that respondents perceive social media as being useful as it aids in marketing and promoting the event, with marketing being the dominant use of the system (98.2%). Grant Thornton (2013) identifies social media applications as a relatively cheap system to implement. This supports its use by not-for-profits, charities, start-up businesses and community events where resources can be limited. Distributing content on social media for community events can help promote their event and increase attendance.

This outcome is interesting, as it differs from existing ICT adoption literature which require identifiable measures of usefulness to influence this variable (Karahanna, 1999). The technological capabilities of social media differ from traditional ICT systems, largely around Karahanna's (1999) concept of "observability". This includes observable measures

of profitability, processing efficiency, inventory management, proficiency or cost reduction. However, as recognized by Bradley & McDonald (2012), identifiable measures of social media use are not easily accessible or evident. For community events, although they acknowledged social media as being useful, identifying the effects of using social media has towards influencing an attendee's motives, awareness and participation would require extensive research. Surveying attendees to determine if social media influenced decision making would also require additional resources, time and effort, not often available to community events.

5.3.3 Compatibility

Compatibility addresses a systems alignment with an organisation's existing processes, values, and strategy. As Premkumar & Ramamurthy (1995) argue, the implementation of a new system that is disruptive to organisational culture and challenge user's cognitive routines is less likely to have successful adoption. Overall, respondents acknowledged that social media applications are compatible with existing processes conducted within their community event ($m=4.34$).

Existing literature associates the variables 'compatibility' and 'perceived usefulness' as exhibiting an overlap with their interpretation (Pan & Dong, 2016). Perceived usefulness is presented when a system successfully replaces an existing task, and compatibility is when a system aligns with an organisations existing processes, culture and values. Considering social media applications are an "additional" or "supplementary" tool to support marketing and promotional content by community events, the system is not disruptive to existing processes for event delivery. For re-occurring events (i.e not new or one-off events), existing marketing practices used by respondents, such as distributing event details through event webpages (Eventfinder.co.nz), word of mouth, email distribution lists, community notice boards, and council webpages (section 3.5.1) can still be utilized. It can be surmised that community events use of social media for only marketing has positively influenced the perceived usefulness and compatibility outcome. If social media use was more disruptive to processes, a lower mean value would be exhibited. For example, Huh et al., (2009), explored the likelihood of transitioning a hotel booking system from a paper based system to an online database approach. Respondents perceived this change to be highly disruptive to existing practice, and therefore unlikely to be adopted. Similar findings by Thong and Yap (1995), found systems that affected existing norms were predicted to have unsuccessful adoption. As existing marketing processes can be used whilst using social media, and event

delivery tasks such as venue set up, recruitment are not disrupted, the high mean score of compatibility was exhibited.

For new events, or one-off events, the compatibility variable is not as applicable, as organisation processes, norms and culture may not be established. However, it was found that 97.4% of respondents use at least one social media application for personal use, and 59% of respondents manage an additional social media page external to their event. We can surmise that respondents may perceive using social media for their event as being compatible with processes as they have existing knowledge from personal use of social media. This may have also influenced the overall high perception of 'ease of use' by community events use of social media and is described in the next section.

5.3.4 Ease of use/complexity

Both Davis' (1989) and Rogers' (1995) ICT adoption theories incorporate similar variables: "ease of use" and "complexity". Both terms argue that the technological and cognitive skills required to use a system will affect successful adoption. Organisations are less likely to successfully adopt a technology that they perceive challenging to use. If a technology exceeds existing skills and capabilities by users, frustration can occur overtime and result in rejection (Oliverira & Martins, 2009). Respondents acknowledged that social media applications are easy to use for their community event ($m=4.19$).

The growing use of social media for personal use has likely resulted in the high perceived ease of use of the applications for community events. As previously discussed, majority of respondents use at least one social media application for personal use (97.4%). Experience in using the systems facilitates a greater understanding of their capabilities, user-interface design and navigation of the site. This enables existing technological skills of the systems to be applied to their community event page.

However, considering ease of use had a high mean score, it would be expected that high best practice social media score would be presented. The Beta (*B*) value predicted community events exhibiting exemplary use of social media is highly unlikely (section 4.7.1). As previously discussed, best practice scores by respondents was negatively influenced by the lack of multiple systems (the ecosystem approach) being utilized. Through analysing the individual application best practice use, it was considered this outcome may be due to the online-survey not effectively communicating the number of social media applications available. The structuring of the online-survey (Appendix E) asked respondents to select applications used from a list of eight applications (including the

option of “other”). It was identified that majority of respondents use Facebook for both their event (93.86%), and for personal use (97.4%). Facebook also present the highest best practice score when analysed independently ($m=2.03$). When considering this outcome and the wording of the online-survey, respondents may have only considered the systems they use for their event and personally when reflecting on ease of use, rather than all applications within the ecosystem, thus resulting in the high mean score. If respondents were asked to reflect on their perceived ease of use of all applications (i.e adopting the eco-system approach to social media), results may have differed.

In addition, analysis of the survey results identified that systems are largely being used for only marketing the community event (98.25%). The additional capabilities available through the system were not as widely used by respondents. This included using social media for recruiting staff (41.2%), researching innovative ideas (24.56%), internal communication (24.5%), and understanding the event attendee profile (21.9%). It could be surmised that ease of use of social media was perceived highly, as the applications are not being adopted or used to their full potential. Marketing the event through social media and the recognized poor use of the systems, does not require extensive knowledge beyond skills gained from personal use of the systems.

5.3.5 Resources

In addition to the ‘ease of use’ variable, to fully utilise the ecosystem approach and capabilities of social media, community events need to invest time and money. Overall, respondents perceived resources provided to support their social media use for community was sufficient ($m=3.43$). Respondents may have believed resources for social media use were available due to perceived lower cost of the applications compared to more expansive ICT systems. Existing research in ICT adoption highlights the various costs of implementation of new systems. This includes the design, hardware and software, updates, maintenance and training costs (Alam et al., 2009). The use of social media however is perceived as a relatively cheap system to use in aiding marketing and communication opportunities for businesses (Kaplan & Haenlein, 2010). The establishment of Web2.0 has facilitated the out-sourcing of social media applications to the end users (such as community event organisers) via the internet. The sites are managed by the application developers, enabling updates, expansions and improvements to the sites to be completed by programmers rather than the end-users themselves. Acquiring expansive hardware and software are not a requirement for use of social media, as access to the sites can be sought

through personal smartphones, laptops, TVs and computers. These factors that create the perceived low cost may be the outcome of respondent's belief of resources being available. However, this perceived low cost can prohibit the full capabilities of the system being recognised and limit best practice use from being exhibited. To deliver strong social media brand pages that effectively communicate values, are aesthetically pleasing to view, and conclusively encourage engagement by "followers", organisations need to provide substantial investment into their development and maintenance (Dahl, 2014). The "top" social media pages, namely celebrities and large franchise brands have specific business teams dedicated to constructing and conceptualising content for the pages (Tuten, 2008). Literature identified that resource availability is not always accessible or in abundance for community events. It was identified that a reliance on grants and volunteer support can limit opportunities. This can restrict the resources available for conceptualising and constructing content on social media. The necessary training and support for social media use may not be obtainable. It could be presumed exemplary use is affected by the time and financial resource allocation for social media not being accessible by community events to fully understand optimal capabilities.

Toffler's (1990) concept of events as "pulsating organisations" further assists in understanding the effects of limited resources and low social media best practice use. The staff needed all year to continually develop content on social media may not be available. As discussed in the exploratory interviews (Table 3.1), an expert discussed a challenge of social media by "one off events" as not having a committee available all year around. In addition, the constantly evolving and changing organisational structures of community events further challenges where and when "training" could be provided to support use. It was found that 71.6% of respondents have at least 50% of their core organising committee as volunteers (table 4.6). Developing, strategizing and delivering content for social media may be conducted in volunteer's "free time", identifying its importance is not always a priority task. In addition, providing training and support to volunteers may be mitigated due to their potential business knowledge from their paid employment. Organisers may assume some volunteers have existing skills within technology and social media use and not provide additional support.

5.3.6 Organisational support

Organisational support plays a key role in the success of a technology's likelihood of adoption. Karahanna (1999) discusses the influence of managers and organisational culture

towards using new technologies. The need for active support, a combined vision by all involved, and communication of the outcomes sought through use of the technology is required for successful adoption.

Events perceived a high level of organisational support to be exhibited towards using social media with their community event ($m=3.66$). This may have arisen from the supportive environments community events often reside within. As volunteers provide un-paid work often in their free time, organisers may exhibit more generous behaviour to “thank” them for their efforts. Poor use of the systems may not be brought to attention by organisers as it could be perceived as unappreciative. This gratitude can allude the use of existing social media processes as being satisfactory. In addition, performance measures, consequences and disciplined behaviour, are not as dominant in charity or not-for-profit organisations (Grant Thornton, 2013), nor expected by volunteer workers. This also creates a perceived “supportive” environment in community events in which the actuality of social media use is not recognized.

5.3.7 Personality

In addition to organisational support, the individual’s personality towards using the system can influence adoption success. Personality explores an individual’s willingness to actively understand and use a technological system. It includes their perceived optimistic (willing to give it a go) attitude of using the system and traits of innovative behaviour. Users that actively set time to fully use all of the system’s capabilities, and place it’s use high in importance with other business practices are more likely to adopt the system more successfully (Sahin, 2006; Ahuja & Thatcher, 2005).

Respondents overall perceived that they exhibited a favourable personality towards using social media ($m=3.48$) This outcome can be related to the potential perceived active use of the systems. This aligns with two key findings from the study: response rate, and personal use of social media.

First, respondents may perceive they are actively using social media for their events as the technology can be used simultaneously with their existing personal accounts. 97.4% use at least one social media application for personal use, and 59.5% manage another business social media accounts, thus effecting their time spent within the applications. Active use is further supported with the development of portable devices such as smartphones, laptops and tablets. Social media sites can be used and monitored through the internet with access to cellular data plans and free Wi-Fi connections. This facilitates users being present online

in their free time as the technology is not fixed to a specific location and time like traditional ICT systems. Secondly, active use of the applications is exhibited through analysis of respondent's response rate". 50.47% of respondents are "very responsive to enquiries" and 20.5% of respondents "respond to enquiries within a day" (section 4.6). These satisfactory response rates demonstrate that community events are actively online monitoring their social media pages. Respondents online presence (i.e. being "on-line" all the time), despite not exhibiting other "best practice" variables (such as distributing content) may create the perception of high active use and favourable support of social media. Additional metrics to identify personal active use of the systems are required.

5.4 Conclusion

This discussion has explored the outcomes of the statistical tests conducted in chapter 4. First, a discussion on community events poor and satisfactory best practice use was provided. This was largely influenced by the lack of the eco-system approach (Hanna et al., 2011) being used, and poor post frequency in the lead up to the event delivery. However, it was also considered the measures within the framework did not fully encapsulate the environment of community events. The measures applicability to the unique characteristics of community events was acknowledged as not fully inclusive.

The research hypotheses were then discussed, supporting the ICT adoption paradigm by Jeyaraj et al., (2006) (figure 2.2). Events that incorporate and support the variables of compatibility, complexity/ease of use, personality, organisational support, resources, and perceived usefulness, are likely to exhibit a higher use of social media best practice. Through the statistical analysis and discussion however, it was also recognised that community events consider their use of social media as being higher than actuality. Using the literature and considering the managerial and organisational characteristics of community events, some inferences of this outcome were discussed.

The following chapter concludes the thesis, through first summarising the research aim and objectives. Implication of the research is then provided, followed by initiatives for community events to better adopt and use social media applications. In addition, adaptations to both the social media best practice framework are considered.

Chapter 6: Conclusion

6.1 Introduction

The use of Rogers' (1995) Adoption and diffusion theory, and Davis' (1986) Technology Acceptance Model helped identify the managerial and organisational factors that can support or deter social media use by community events. Through exploratory expert interviews and literature, it was identified that community events exhibit different processes than traditional businesses. These differences included limited resource availability, inconsistent or 'pulsating' organisational structures, and the timing of processes (event delivery and recruitment of staff). Applying the best practice social media variables to score each event's online presence (accessibility, event details, response rate and posting frequency) demonstrated a poor use of the applications. Through statistically testing the relationship between ICT adoption variables and respondent's social media best practice scores, the importance of ensuring correct managerial processes to support a systems use was confirmed.

A quantitative data collection approach was used to validate the influence of ICT adoption variables from Rogers' (1995) and Davis' (1986) theories on social media best practice use. An online-survey was distributed to community events within Auckland City, Rotorua, Taupo, the Greater Wellington Region, Christchurch and Dunedin, with a response rate of 34% (n=114). It was recognized that identifying a complete population of events that fit within the thesis' criteria of 'community events' was challenging to source. Smaller community events that rely on 'word-of-mouth' or localised paper-based advertisement to promote the event may not have been captured within this study.

This final chapter will conclude the research objectives, identifying the key outcomes and implications towards the three key topic areas of ICT adoption, social media and community events. The theoretical contribution of the thesis is then discussed, followed by future research and the overall conclusion.

6.2 Concluding the research objectives

To address the thesis' research aim of understanding the characteristics that enable or deter the adoption of social media applications by community events, two research objectives were explored:

- 1) Assess the level of 'best practice' use of social media by community event organisers
- 2) To determine the effects of the ICT adoption variables on social media use by community events.

These research objectives influenced the literature review topic areas, methodological processes, data analysis and discussion chapters.

Objective 1: Best practice social media use by community events

This thesis identified that best practice use of social media was poorly exhibited by community events. Through the development of a best practice social media framework (section 3.5.3), each event's online presence on Facebook, Instagram and Twitter were assessed. The measurable variables determined from literature and 'social media experts' comprised: accessibility, online presence, event details, response rate, content type, hashtag use, and post frequency. These measures determine each events presence on social media. The framework operationalized key measures, enabling a systematic approach to determine 'social media' adoption by community events. Each respondent's online presence was scored from 0 to 0.5=not exhibited, 0.5 to 1.5=poor, 1.5 to 2.5=satisfactory, 2.5 to 3=exemplary. However, as critiqued in the previous chapter, the applicability of these measures did not fully encapsulate the characteristics of community events. Adaptations to the framework are required to determine social media best practice specific to community events. However, this approach identified some interesting behavioural use of the applications that aligned with event literature.

Analysis of social media use identified that community events overall are only exhibiting a poor use of best practice social media ($m=0.984$). This was largely influenced by respondents not adopting an ecosystem approach (use of multiple systems) recommended by Hanna et al., (2011) and Dahl (2014). The best practice framework measured the ecosystem approach by calculating the combined average scores of all three applications (Facebook, Instagram and Twitter). As multiple applications are not used by respondents (60.5%), their overall average was lowered. Respondents predominantly used Facebook

(93.86%) and only for marketing their community event (98.25%) Facebook is used at a significantly higher best practice level (Facebook best practice $m=2.03$) than Instagram ($m=0.57$) and Twitter ($m=0.17$). A factor that may have influenced this is respondents use of Facebook for personal use. Existing knowledge in Facebook's interface design and capabilities from personal use, may have supported its use by community events.

Analysis of the individual measures used to calculate respondent's social media best practice score identified areas of improvement. Community events did not meet the best practice requirements for: post frequency, sharing event details and, content type. Respondents also acknowledged within the survey that using the applications for processes other than marketing (98.3%) are not as utilised. For example, other capabilities had lower usage by respondents, including: recruiting staff (41.2%), researching innovative ideas (24.6%), communicating internally (24.6%) or using the systems to better understand the event attendee profile (18.4%).

Considering the environment community events reside and the outcomes sought through delivery, some inferences were made towards the low social media best practice scores. This was specifically attributed to community event's volunteer reliance, and the timing of events. Many community events are developed to support a local population's well-being, provide experiences to strengthen well-being, promote the areas as a better place to study, work and live, and to create awareness towards local causes and charities. This differs from many traditional business structures which focus on competitive profitable outcomes. Traditional businesses were considered to exhibit more structured organisations, with strategic direction, values and resources to support social media. Community events however exhibit a less consistent organisational structure, and often reliant on volunteer participation. Toffler's (1990) concept of events as a pulsating organisation was considered a key influencer towards social media use. The event's organisational structures evolve and contract throughout the event's development and delivery. As an event's delivery date draws closer, Toffler (1990) argues that tasks become a priority and staff are available to conduct the required processes. Analysis of respondent's social media post frequency supported this concept with more content being shared by community events closer to the event delivery date. Constantly evolving organisational structures can affect social media use, as availability to construct and distribute content may not be available. In addition, respondents acknowledge their core committee members as being predominantly volunteers (71.6%). Volunteer reliance may further challenge availability to use and distribute social

media content. For some volunteers the event may be a secondary task to paid-employment, family and personal commitments.

It was considered throughout the discussion that the applicability of the best practice framework measures did not fully encapsulate community events. As the measures of best practice were determined through literature to support traditional businesses which differ from community events, a lower score was presented. The approach of systematically measuring each respondent's online presence did however provide a preliminary understanding of social media use behaviour. It also enabled statistical tests to validate the influence of ICT adoption variables towards social media use. Adaptations to the framework for future research, and to support community events social media use are discussed in section 6.3.2.

Objective 2: ICT adoption variables and social media use

Objective 2 identified the managerial and organisational factors that support or deter social media use within community events. This was addressed through the application of variables from Rogers' (1995) Adoption and diffusions of innovations theory, and Davis' (1986) Technology Acceptance Model. An online survey comprising of Likert scales determined community events support of the ICT adoption variables. These were tested with the respondent's social media best practice scores to determine the relationships and influence on use. Variables in the study included compatibility, complexity/ease of use, personality, organisational support, resources, and perceived usefulness. These variables were selected due to their extensive use in ICT adoption literature and research, their high citation popularity, and their relevance within the context of community events.

Overall, findings of this thesis aligned with existing research utilising ICT adoption theories and supported the adoption paradigm by Jeyaraj et al., (2006). Each of the ICT adoption research hypothesis was statistically validated. This confirmed the importance of insuring correct managerial and organisational processes are exhibited to support social media use. When analysing the individual ICT adoption variable's variance however, each accounted for a relatively small variability to overall social media use score (section 4.7). This identified that additional external factors may also be influencing social media use within community events and adaptations to the existing best practice framework and ICT adoption variables are required. It was identified that although respondents overall perceived each ICT adoption variable to be exhibited at a high positive level within their community event (table 5.3), the Beta (β) gradient had a low gradient increase. This further recognizes the

overall poor use of the social media exhibited and suggests perceptions of use to be higher than actuality. Inferences of these outcomes were considered with the characteristics of community events. Applying the post-positivist perspective to ICT adoption research enabled a greater analysis for interpreting the outcomes in different context types. Through this perspective, the applicability of social media measures and attributes of community events were realized and considered throughout the analysis.

For example, social media use was considered compatible within community event processes by respondents. The use of the applications is not overly disruptive to event delivery nor existing marketing practices. Social media acts as an additional tool that can enable new opportunities for community events to be obtained. Existing marketing channels used by community events such as council webpages, event webpages (e.g eventfinder.co.nz), paper-based promotion (billboards or noticeboards) can still be used.

Ease of use of social media was perceived highly by respondents, this outcome was considered to have arisen due to personal use of the systems outside of the community event. Using the systems for personal use was also considered to influence respondents perceived supportive personality they have towards active use. It was considered this overlap created the perception that respondents believed they are using the social media applications frequently, but rather not contributing content or marketing for their community event (thus lowering best practice use). In addition, it was found that respondents replied to enquiries at a best practice level. This further creates the perception that they are actively using the systems despite not posting content at an exemplary level.

The ICT adoption variable of ‘resources’ identifies the need for time and investment to be available to implement, learn, and use a system to benefit its full capabilities. Respondents overall perceived they had resources as available for social media use in their event. Social media is considered a low-cost option to support marketing by organisations. However, Dahl (2014) disputes this perception, arguing investment and time is required for influential marketing messages and promotion to be distributed. For community events to conceptualise content that aligns with business values and captures an audience’s attention, they need to invest in time, planning and market research. The limited resources, volunteer reliance, and Toffler’s (1990) pulsating organisation concept were considered to effect resource availability and negatively affect best practice use of social media. Volunteer reliance was also considered to influence the perceived high level of organisational support towards system use. As volunteers freely offer assistance in tasks/jobs, gratitude by

organisers is exhibited to thank them for their efforts. Community events may reward efforts of social media use rather than measuring actual use of results. This can influence use as poor use of the systems may not even be mentioned or brought to attention.

In conclusion, objective two was validated as statistical significance of each ICT variable on social media best practice use was recognized. This Supported Jeyaraj et al.'s (2006) paradigm and validated each research hypothesis. This objective recognised the importance of ensuring managerial and organisational processes are provided to support social media use.

6.3 Implications

Through addressing the research objectives, this thesis recognises the implications specific to community events to support social media use. Firstly, the barriers of social media use by community events are presented. Secondly, this is followed by an adapted “social media best practice framework” unique to community events as an initiative to support use.

6.3.1 Barriers of use

1. Fluctuating event organising committee

The constantly evolving and changing event committee structure often exhibited by community events is a barrier to social media use. This barrier effected events ability to provide consistent content in an event's 'off-period'. Toffler's (1990) pulsating organisation concept aligned with this finding, as posts frequency increased closer to the event delivery. Overall post frequency did not meet the best practice requirements (section 3.5.3). Traditional businesses are required to have consistency content distribution to create an influential online presence. Best practice literature suggests the applications require more than one post daily on all applications. For community events, Toffler's (1990) pulsating organisational concept was not incorporated into the original best practice framework (figure 3.3, 3.4 & 3.5). Adaptations to this measure are presented in the new framework (figure 6.1)

A potential opportunity for reoccurring events is to save content for distribution throughout the year. Additional analysis of community event social media pages, identified respondents often share an album of all the photos from the event straight after delivery. All though it would still require a committee member to promote the event continuously, this content could be dispersed throughout the year rather than all at once. This would reduce the

resources and planning required to conceptualise content to be shared, and potentially increase an event's online presence all year round.

2. Resources

It is recognized that resources are a barrier to social media use by community events. As recognized by Dahl (2014), using social media effectively requires resources, specifically financial and time investment. Successful online internet sites and social media pages have dedicated resources in place to develop content that aligns with their business values and outcomes. Strategic marketing plans are constructed, and often large traditional businesses will have a marketing team devoted to managing social media content and use. However, for community events, resources for social media use can be less attainable. The reliance on grants, donations and volunteer support to design and develop the event can limit time and investment availability for social media use. However, this thesis identified that respondents with existing knowledge in a social media system, (specifically Facebook via personal use) are predicted to have a higher best practice score for their community event. Community events considering moving marketing and communication processes onto social media should support the use of systems that committee members are already familiar with, or recruit those with existing knowledge. Less resources may be required, as existing experience in navigating user-interface design and systems interface reduces training needed. Supporting systems that are used within community events and personal use is further supported with technological advances. Facebook facilitates organisations to manage their personal and business pages without the need of multiple log-ins. This allows both page types to be monitored at the same time (Facebook, 2017) and could encourage an increase in post frequency, response rate and active use.

In addition, both Facebook and Instagram enable businesses to monitor metrics of the audiences viewing each page and content. As described in section 2.3.3, these metrics allow businesses to easily view posts popularity, behavioural insights of followers and optimal times to post content (figure 2.5 and 2.6). Use of these additional features does not require training and are free to use. This allows community events to understand attendee profile and the success of marketing/promotional content to be identified. These features will give community events some insights to their consumers and provide metrics on the viewership of their social media presence.

6.3.2 Adapted social media best practice framework

Community events should consider social media a positive attribute to support both promotion of the event and to communicate key messages. An outcome of a community event's delivery is to support the local population through different activities. The use of social media can aid not only in encouraging attendance and promoting the event itself but communicating the key message behind the events delivery. With the growing use of social media applications globally, social media enables messages to reach a wider population. Even community events that target niche or localised groups, can use the systems to identify special interest pages. Word-of-mouth (WOM) communication is further supported through social media. The systems enable users to 'tag' friends and family in posts. This WOM communication through social media is one of the most influential information source for decision making (Pesonen, 2011) that community events can benefit from. In addition, social media pages can be easily linked to wider event webpages such as eventfinder.co.nz and council websites, further distributing event information, reaching a wider audience and generating additional promotional material.

The applicability of the social media best practice framework used for this thesis was critiqued throughout the analysis and discussion chapters. The framework recognised behavioural insights of community event's social media use and enabled statistical tests to be conducted. However, the framework did not fully encapsulate the characteristics of community events.

The original framework was based of social media best practice measures for traditional organisational structures. Rather than providing initiatives for community events to align with traditional business use of social media, a new framework has been developed. Not only will this support future social media adoption research but is also applicable for community events to use and to understand the basic requirements of social media use for their event.

1. Best practice score calculation

The adapted framework follows a very similar approach to calculating best practice scores as the original (section 3.5.3). Each independent measure presented within the framework for each application used is scored 0=not exhibited to 3= exemplary (figure 6.1). The average score of the measures for each application is calculated to determine the best practice score for each independent system. The social media application that presents the highest best practice score is used as the measure of adoption rather than combining and

averaging multiple systems. This approach no longer requires all systems within the study to be included (the eco system approach). Rather the highest best practice score from all the individual application scores is used. Although this dismisses the eco-system approach to social media suggested by Hanna et al., (2011) (figure 2.3), this approach recognises that community events may not have the time, resources or staff to use multiple applications. In addition, the consistent technological advances within social media is consistently changing the systems capabilities and skills required for use. As found by Dahl (2014), it is argued that “mastering” one application and using it effectively, ensures messages are free from ambiguity and contradicting information (that can occur when multiple people are communicating via multiple channels). Using multiple systems consistently requires planning and expertise (Dahl, 2014). As discussed, community event’s limited resource availability and evolving or “pulsating” organisations may further challenge the adoption of the ecosystem approach.

2. Best practice framework

When using the adapted best practice framework (figure 6.1) it must be read from left to right, beginning at 1) frequency of event, 2) presence, 3) Access 4) Post Frequency, 5) Responsiveness, 6) Unique hashtag, 7) Event details, 8) Content type

It first requires the frequency of the event to be identified, as it influences the additional measures of best practice. Throughout the findings and discussion chapters, Toffler’s (1990) concept of event’s as a pulsating organisation was considered an influence of social media use. It was recognized that annual or monthly events may have less consistent staff available to potentially use and distribute content on the applications. This as a result has been accounted for in the adapted framework. Rather than requiring consistent daily posts all year as suggested for traditional competitive businesses, the framework recommends different post frequency for the timing of the events. For example, one off events require an increase of posts from 2 months prior (1 post weekly) to 1 week prior (post daily). However weekly occurring events require multiple posts per week (figure 6.1). This ensures the events remain relevant in the growing cyber-space, and to ensure event information and promotion to attract attendees is obtained. It also realises that less occurring events may have less staff available to be consistently posting content all year.

The measures of presence, access, responsiveness, hashtag and content requirements remain the same as the original framework, as these are key processes that all social media pages should exhibit.

The adapted framework then requires the event type to be considered when measuring event details. The original framework used in the thesis assumed that all community events require the same “event details” to be shared. However, through the analysis of findings and discussion, some details are not necessary for all event types. For example, it was considered that market events do not need to provide an event schedule because it is assumed attendees understand typical market procedures. Figure 6.1 illustrates the event details required for different event types.

Figure 6.1: Community event social media best practice framework

1) Frequency of event	2) Presence	3) Access	4) Frequency of posts	5) Responsiveness	6) Unique Hashtag
Annual/one-off events	(0) no online presence, (1) Has an Facebook 'events' page, (2) Has an 'events' page OR facebook page, (3) Has Both a facebook 'events' page and facebook page	(0) No page to be accessed, (1) Page is private, (2) Page only available to closed group, (3) Page is available for all to access	2 months prior to event: <i>1 post weekly</i> 1 month prior to event: <i>2 posts weekly</i> , 2 Weeks prior: <i>every second day</i> , 1 week prior: <i>Daily</i> , Day of: <i>throughout the day</i>	(0) Does not respond to enquiries (1) Responds to messages/ enquiries 'eventually' (2) Responds to messages/enquiries within a day (3) Very responsive to enquiries	(0) No unique hashtag, (1) n/a, (2) n/a, (3) Has a unique event hashtag
Monthly occurring events	(0) no online presence, (1) Has an Facebook 'events' page, (2) Has an 'events' page OR facebook page, (3) Has Both a facebook 'events' page and facebook page	(0) No page to be accessed, (1) Page is private, (2) Page only available to closed group, (3) Page is available for all to access	Weekly: <i>1 post</i> , Day before event: <i>1 post</i> , Day of event: <i>1 post</i>	(0) Does not respond to enquiries (1) Responds to messages/ enquiries 'eventually' (2) Responds to messages/enquiries within a day (3) Very responsive to enquiries	(0) No unique hashtag, (1) n/a, (2) n/a, (3) Has a unique event hashtag
Weekly occurring events	(0) no online presence, (1) Has an Facebook 'events' page, (2) Has an 'events' page OR facebook page, (3) Has Both a facebook 'events' page and facebook page	(0) No page to be accessed, (1) Page is private, (2) Page only available to closed group, (3) Page is available for all to access	1 post mid week, 1 post day before event delivery	(0) Does not respond to enquiries (1) Responds to messages/ enquiries 'eventually' (2) Responds to messages/enquiries within a day (3) Very responsive to enquiries	(0) No unique hashtag, (1) n/a, (2) n/a, (3) Has a unique event hashtag

Figure 6.1: Community event social media best practice framework (cont.)

		(0) no content is shared (1) n/a, (2) Page content consists of only one of the following: Text, videos and images, (3) Page content consists of Two or more of the following: Text, videos and images						
		Fundraising cause information	Contact Details	Location	Schedule	Event messaging/motive	Attendee profile	Time and date
Annual/one-off events	(0) no event details, (1) provides two event details, (2) provides three event details, (3) provides more than three							Entrance fee (free, donation, charge)
	Market	☒	☒	☒	☒	☒	☒	☒
	Fundraising	☒	☒	☒	☒	☒	☒	☒
	lifestyle	☒	☒	☒	☒	☒	☒	☒
	Educational	☒	☒	☒	☒	☒	☒	☒
	Celebration	☒	☒	☒	☒	☒	☒	☒
	Food	☒	☒	☒	☒	☒	☒	☒
Monthly occurring events	(0) no event details, (1) provides two event details, (2) provides three event details, (3) provides more than three							Entrance fee (free, donation, charge)
	Market	☒	☒	☒	☒	☒	☒	☒
	Fundraising	☒	☒	☒	☒	☒	☒	☒
	lifestyle	☒	☒	☒	☒	☒	☒	☒
	Educational	☒	☒	☒	☒	☒	☒	☒
	Celebration	☒	☒	☒	☒	☒	☒	☒
	Food	☒	☒	☒	☒	☒	☒	☒
Weekly occurring events	(0) no event details, (1) provides two event details, (2) provides three event details, (3) provides more than three							Entrance fee (free, donation, charge)
	Market	☒	☒	☒	☒	☒	☒	☒
	Fundraising	☒	☒	☒	☒	☒	☒	☒
	lifestyle	☒	☒	☒	☒	☒	☒	☒
	Educational	☒	☒	☒	☒	☒	☒	☒
	Celebration	☒	☒	☒	☒	☒	☒	☒
	Food	☒	☒	☒	☒	☒	☒	☒

6.4 Theoretical contribution

Three key topic areas were explored throughout this thesis: ICT adoption, social media, and community events. Within the literature review it was identified that these three topics are very broad and encompass multiple definitions and characteristics. Through analysis of existing literature, exploratory interviews, a quantitative online-survey and statistical analysis, a greater insight to these three key topic areas has been gained. The relationships of key concepts within literature, presented on the conceptual framework (figure 2.9), were supported, recognising that both ICT adoption variables and community event characteristics influence social media use. Not only has this thesis addressed a gap in literature, but it has identified the importance and challenges of delimiting broad concepts within research to understand a specific context.

Through exploratory expert interviews and analysis of literature, this thesis helps determine the characteristics of community events. Limited research has been conducted on this niche event type despite its importance to a region's local population and economy. Different managerial and behavioural characteristics of community events from mega events were identified, including: volunteer reliance, limited resources, additional or secondary job, and the multiple and changing roles required by event committee members.

Using ICT adoption theories to understand *social media applications* differed from most technologies explored in existing ICT adoption literature. Throughout literature, both Rogers (1995), and Davis' (1986) ICT adoption theories are applied to understanding the adoption likelihood of fixed ICT systems. These systems have high implementation costs, hardware and software requirements, and potential extensive training obligations. Social media applications differ, as the systems maintenance and technical coding of the software is conducted externally to the end user. Social media applications however are supported for their perceived low cost and their simple user-interface. The growing use of the applications for personal use require a lower level of training for use of the application in business processes as many individuals have existing knowledge. It was also considered that as community events use of social media are an "additional" or "supplementary" tool to support marketing and promotional content, it is unlikely to be disruptive to existing processes or event delivery.

Through statistical tests and analysis, this thesis confirmed the ICT adoption paradigm by Jeyaraj et al., (2006) (figure 2.2). This validated that community events that believed adoption variables were exhibited, were likely to have a higher social media best practice

use score. This supports the importance of ensuring correct managerial processes are in place when implementing new technologies into an organisation, regardless of the organisational and technology characteristics. For example, ensuring a system is not disruptive to existing processes conducted by the organisation. When implementing a system, communicating the benefits is paramount, not only to support positive organisation culture and morale, but to encourage active use and research towards the system's capabilities. It is important to ensure adequate resources for implementation, training, actual use and maintenance are provided.

The most significant attribute this thesis has contributed to ICT adoption literature is the measure of social media application use through a "social media best practice" framework. This thesis conceptualised a measure to determine actual system use, rather than 'assuming' adoption likelihood or relying on respondents 'self-appraisal' (Sahin, 2006). This best practice framework enabled actual comparisons of social media use to be recognized. Through statistical analysis it was also identified that respondents perceived their use of social media to be higher than actuality. Reliance on self-appraisal of social media use by community events would not have identified the poor social media best practice use.

6.5 Industry contribution

This thesis identified that overall, social media use by community events requires improvements to increase their online presence within the growing social media cyberspace. It was considered that community events perceive their use of the systems to be higher than actuality. Through analysis of each application use, this thesis has recognized that community events are not recognising the greater capabilities of adopting multiple applications. Overall, their use of social media was identified as *poor* through different best practice measures, potentially reducing their ability to obtain the opportunities of the applications.

Community event organisers should consider the ICT adoption variables recognized in this thesis to support better social media use. If community events want social media to be influential, the use of social media needs to be considered a business task (i.e a priority for the event organisers). It was surmised that social media use may be considered a secondary or additional task to event delivery. This is due to its primary use for only marketing and low best practice scores exhibited. This was further supported by Toffler's (1990) events as

pulsating organisations effecting staff availability and community event's volunteer reliance that may consider the event as a secondary task to paid employment.

This thesis addressed the importance of having a social media presence to support the outcomes sought through the delivery of community events. It was identified that although community events are not competing within the business environment, social media enables key messages to reach both wider and niche markets. This is especially beneficial for charity and fundraising events as information shared can increase awareness of the underlying charitable cause (in addition to details about the event delivery). The collaboration of Facebook, Twitter, and Instagram with event specific websites such as eventfinder.co.nz and local council pages, can further enhance promotion of the event to encourage the local community's attendance.

The new adapted framework (figure 6.1) provides the basic requirements for community events to have an online presence. It was identified that many processes within community events differ from traditional business structures. The unique characteristics of community events were identified throughout literature and from exploratory expert interviews. Delimiting the term "community events" enabled specific challenges faced by these events to be identified. This thesis supported Toffler's (1990) concept of events as pulsating organisations and the managerial implications of this. Through analysis of the findings and community event organiser's personal social media, an initiative to support use was allowing the committee to use systems they are familiar with. It was identified that overall systems used for personal use presented a higher best practice social media score.

6.6 Future Research

This thesis identifies that future research is required to further understand the adoption of social media within community events. This includes changes to the methodological processes and adaptations to best practice measures.

Additional metrics that could be incorporated in the online-survey to further address the gap in literature could include the following (table 6.1):

Table 6.1: Future research metrics

Metric	Description
Expected attendance rate	Events that differ in size may exhibit different priority for adopting social media use. The ability to reach a wider target market may encourage more best practice use by large scale community events.
Type of attendee	This thesis considered community events as targeting and benefiting all local residents. Although this is still a key determinant of community events, some events may target a more niche or narrow target market, potentially changing their social media use.
Frequency of personal active use for event	The best practice framework only identifies measurable outputs (<i>posts, content type, event details, responses etc</i>) and does not recognise active use of the system where content is not being shared. An additional metric is asking how much time is spent on social media to support the community event.
Event type and motives	It was identified that event motives and type have different requirements. Additional measures are required to determine specific characteristics of the different community events.
Benefits (open text box)	The e-Survey used simplified “benefits” through a closed-ended question towards use of the system. Allowing community events to discuss the benefits (or lack of) towards use may identify factors towards social media use.
Resources available/funding of event	This thesis identified the measure of resources through “entrance fee” did not provide conclusive findings towards resources available to support social media use. Asking respondents where funding is sourced (council grants, donations, entrance fee) and expenditure for marketing, may identify resources effects on social media use.
Ecosystem approach	The online-survey did not effectively communicate the multiplicity of social media applications available. The structuring and wording of measures did emphasize that social media is more than the application/s they use for their event.

The metrics provided in table 6.1 will help further understand community events and social media use. As identified throughout this thesis, community events have received little attention within academic literature, but are a key attribute in supporting local populations. Widening the scope of community events to include rural destinations and council supported events is required. In addition, the measures and approaches used in this thesis could be applied to all event types (e.g mega events, major events, council run events). Similarities are exhibited between all events and exploring adoption of social media through the approaches conducted in this thesis may provide greater insights to the managerial and organisational characteristics of events that differ from structured businesses. For example, future research of Toffler's (1990) concept of pulsating organisation effects on social media use on larger scale events needs to be conducted. Events that are delivered for profitable gain may have processes in place to mitigate the effects of evolving organisations. Larger events may also have more paid full-time staff and resources to support use of social media. Resources directed towards social media use could also be supported through recruitment of external or internal marketing teams, further supporting their ability to conduct best practice use.

Future research is required to validate the usefulness of the adapted social media best practice framework that has been conceptualised (figure 6.1). The adapted framework's measures should be discussed and explored by both community event organisers and social media 'experts'. In addition, this thesis identified that community events perceive their use and support of social media to be higher than actuality. Future research should encourage respondents to complete the "best practice framework" themselves, to enable comparisons between the researcher's findings and respondent's belief of their use. This may also make event organisers consider if their existing practices are satisfactory and create change.

Future research applying ICT adoption theories to understand technology adoption and use need to conceptualise frameworks or measures to confirm 'actual use' of a system. Reliance on self-appraisal or assumptions of use does not confirm actual use. An individual may perceive use of a system to be higher than actuality, and without a systematic and external analysis approach to determine actual use, this may not be identified.

6.7 Conclusion

The finding and discussion of this thesis provided valuable insights towards understanding community events adoption and use of social media. The following key conclusions have been made. First, it was identified that overall, community events do not meet the social media best practice standards recommended in literature and by social media experts. An overall poor use of Facebook, Instagram and Twitter was identified. The eco-system approach to social media was not exhibited as most respondents only had presence on one of the three applications. Analysis of the individual applications recognized Facebook use presenting the highest best practice score. It was surmised that respondents personal use of Facebook, external to the community event, supported the use of the application.

Second, statistical tests validated the importance of variables within Rogers' (1995) Adoption and Diffusion of Innovation Theory, and Davis' (1986) Technology Acceptance Model to support social media adoption. This included the variables of compatibility, complexity, personality, perceived usefulness, resources and organizational support. The findings aligned with existing ICT adoption literature and confirmed the ICT adoption paradigm by Jeyaraj et al., (2006). Events that exhibited higher ICT adoption variables were likely to have a higher social media best practice use score.

Third, the unique characteristics of community events were recognized and incorporated throughout this thesis. Effects of Toffler's (1990) concept of events as pulsating organisations was recognized to influence social media use. Limited resource availability and the event outcomes sought by delivery further provided insights to the social media use. Through consideration of the event motives, organisational structures, resources and the capabilities of social media, a greater understanding of community events social media use was established.

Lastly, a 'best practice social media' framework specific to community events was developed (figure 6.1). It was identified that community events differed from traditional business structures and the literature approaches did not encapsulate the research environment. The new framework provides a preliminary approach to social media use by community events to support their marketing, promotion and communication processes to be utilised, and to ensure they remain relevant within the growing social media cyber-space.

Future research within ICT adoption, community events and social media is required to further understand the broad topics. Potential to apply the methodological approaches

within this thesis to other event types would recognize the additional characteristics that challenge the use of social media. Applying metrics of systems use (ie through a best practice framework) within ICT adoption research is important to ensure perceptions of use do not differ from actual use.

As technological advances increase the use and capabilities of available social media applications, all organisations should consider social media an important attribute to business opportunities. The growing influence of social media towards decision making and growing personal use of the systems is changing the business landscape. Social media use is enhancing traditional marketing and communication channels, and to remain relevant, all organisations need to embrace social media.

Appendices

Appendix A: Exploratory Interview Questions



Introduction:

Thank you for taking the time out of your day to help me complete my Masters of Tourism Management Thesis. As you are aware, I am exploring the adoption of Social media by community event organizers. Your role and involvement with events/community/not for profit organizations/events should provide some great insights to helping me better understand unique characteristics of community events. Safety. This session should take around 45mins, in which I will ask you some open-ended questions, please feel free to provide your opinion. There are no wrong answers during this session. However, if you feel uncomfortable at any point you are not required to answer, simple say pass. Furthermore, if you require clarification of any of the upcoming questions please let me know.

Questions:

- 1) Tell me a little bit about yourself and your involvement with events?
 - a. How long how you been involved with events?
 - b. How would you describe your event?
- 2) My research is exploring community events...
 - a. What do you see as a community event? Unique characteristics? Size? Length? Cultural aspects?
 - b. How does the term "community" event fit within the event/s you are involved with?
- 3) Tell me about you use of social media in your events
 - a. What do you see are the benefits they provide to community event organizers? What purpose does social media provide for your event?"
 - b. Why do you think some community events are not utilizing Social media?
 - c. How would you describe the frequency of your social media 'posts' over the course of the year?
- 4) I have some examples of things that support and discourage the use of social media (shows range of variables from literature)
 - a. Do any particularly stand out to you?
 - b. Any ones missing
- 5) The discussion we have had today is to help me formulate my online survey sent to many community event organizers to help understand their social media adoption. Would you be willing to pilot test my survey and provide feedback?

Closing Comments:

Thank you for you providing your perspective community events. If you have further questions in regard to these questions or my research project, feel free to contact me.

Appendix B: Exploratory interview HEC consent form**Consent Form for Personal Interview****Personal Interview****CONSENT FORM**

I agree to be interviewed by Alexandra Gadd for the purposes of her Masters of Tourism Management Thesis and consent to the use of my opinions and information. I give consent for the interview to be recorded. I understand that none of the opinions or statements that I make during the interview will be attributed to me personally, and that I may withdraw from the research before the 30th June 2017. I am also aware that the findings derived from this study will be published in the Victoria University Library and excerpts may be included in academic publications and/or academic conferences, however no opinions will be attributed to me personally.

I have been informed of the purpose of the research and the confidentiality conditions.

I understand that raw data collected during the interview will only be available to the researcher, Alexandra Gadd, and her supervisor, Karen Smith.

Name:

Date:

Signed:

If you would like a copy of the research summary please add your email/address below:

.....

Appendix C: *Exploratory interviews participant information forms*



Participant Information Sheet

Research project title: Community Events and the adoption of Social Media Applications

Researcher: Alexandra Gadd, School of Management, Victoria University of Wellington

As part of the completion of my Master of Tourism Management degree at Victoria University of Wellington I am undertaking a research project about the adoption of social media application in Community events.

This interview with you is the first stage of my research to help me understand the context of community events in more depth. I believe your experiences and knowledge of community events will help me distinguish the characteristics of these types of events. The findings will help formulate the language and questions for the online survey conducted in second stage.

The interview will take between 45-60 minutes in the location of your choice. The interview will not be recorded, and statements made in the interview will not cited in my thesis. However, a summary of the overall findings from the interviews will be included in which individual participants will not be identifiable.

All material collected will be kept confidential and will be viewed only by myself and my project supervisor Professor Karen Smith. The Thesis will be submitted for marking to the School of Management and a copy lodged in the VUW library. The research may also be used for an academic or professional conference paper/presentation.

Should you wish to withdraw from the project, you have until the 30th of July 2017. All interview and data collected up to that point associated will be destroyed. In addition, all data collected from all participants will be destroyed within one year after the completion of the project on 06th March 2018. Human Ethics Approval has been sought from Victoria University and has been granted.

If you have any questions or would like to receive more information about the project, please contact me at gaddalex@myvuw.ac.nz, or my supervisor Professor Karen Smith from Victoria University of Wellington, email karen.smith@vuw.ac.nz or 04 463 5721.

Warm Regards,

Alexandra Gadd

If you have any issues regarding the ethics of this research, please contact the Victoria University Ethics Convenor: Prof Susan Corbett, email susan.corbett@vuw.ac.nz, telephone +64-4-463 5480

Appendix D: E-survey Participant information form



Participant Information Sheet

Research project title: Community Events and the adoption of Social Media Applications

Researcher: Alexandra Gadd, School of Management, Victoria University of Wellington

As part of the completion of my Master of Tourism Management degree at Victoria University of Wellington I am undertaking a research project about the adoption of social media application by community event organisers.

Popular social media applications such as Facebook, Instagram and Twitter are becoming increasingly popular for both personal and business use. You have been asked to take part in my online survey that explores your event's use of social media or lack of use. The survey will take approximately 10 minutes and all opinions and perspectives are encouraged. The survey is sent via an email link, outlining your requirements and purpose of the survey. All information you provide is treated confidentially and will only be displayed in aggregate format.

All material collected will be kept confidential and will be viewed only by myself and my project supervisor Professor Karen Smith. The Thesis will be submitted for marking to the school of Management and a copy of the thesis will be lodged with the University library. The research may also be used for an academic or professional conference paper/presentation.

Should you wish to withdraw from the project, you have until the 30th of July 2017. All interview and data collected up to that point associated will be destroyed. In addition, all data collected from all participants will be destroyed within one year after the completion of the project on 06th March 2018. Human Ethics Approval has been sought from Victoria University and has been granted.

If you have any questions or would like to receive more information about the project, please contact me at gaddalex@myvuw.ac.nz, or my supervisor Professor Karen Smith from Victoria University of Wellington, email karen.smith@vuw.ac.nz or 04 463 5721.

Warm Regards,

Alexandra Gadd

If you have any issues regarding the ethics of this research, please contact the Victoria University Ethics Convenor: Prof Susan Corbett, email susan.corbett@vuw.ac.nz, telephone +64-4-463 5480

Appendix E: *Quantitative E-Survey*

Introduction



Thank you for participating in my Masters Thesis survey about social media and community events.

It is not important if your event uses social media a lot, a little, or not at all, everyone's opinions and ideas are valuable.
The best person to answer this survey is whoever deals with the marketing and/or social media for your event.

By participating in this survey, you agree to the terms provided below. If you require any additional information about this research, please contact Alexandra Gadd (gaddalex@myvuw.ac.nz) or my supervisor Prof. Karen Smith (karen.smith@vuw.ac.nz).

At the end of the survey, don't forget to leave your email if you want to enter the prize draw!

About the research and participation conditions:

This project has received ethical approval from the VUW Human Ethics Committee. All information you provide will be treated confidentially and will be displayed only in an aggregated format. Although you will be asked to provide your event name, this will not be reported in the thesis. Data collected during the research is stored in a password protected file and will be viewed only by myself and my project supervisor Professor Karen Smith. The thesis will be submitted for marking to Victoria University School of Management and a copy of the thesis will be lodged with the University library. The thesis may also be published in a journal and/or presented at a conference.

This data will be destroyed one year after the thesis research is completed and submitted. You can discontinue the survey at any point by closing this application. Closure of the survey prior to submission will destroy any information provided.

- ☐ I agree. Proceed to survey
- ☐ Exit survey

Your use of social media

YOUR USE OF SOCIAL MEDIA



This first section is about understanding you and your personal use of social media.

Which social media applications do you personally use? (for example sharing photos and stories with friends and family, or just browsing content shared online)

Option to select more than one.

- ☐ Facebook
- ☐ Instagram
- ☐ Twitter
- ☐ Tumblr
- ☐ Snapchat
- ☐ YouTube
- ☐ WeChat
- ☐ Other
- ☐ None

What other social media applications do you personally use?

On average, how often do you use social media for personal use?

- ☐ Daily

- ☐ 4-6 times a week
- ☐ 2-3 times a week
- ☐ Once a week
- ☐ Monthly
- ☐ Once a year

Do you manage social media pages for any other businesses/organisations that are not affiliated with your event?

- ☐ Yes
- ☐ No
- ☐ Prefer not to answer

Social Media within your community event

SOCIAL MEDIA USE IN YOUR COMMUNITY EVENT



This second section is about understanding Social Media and your event. Even if you do not use social media in your event, your opinions are very important.

What is the name of your community event? (if you are involved in multiple events, please select one to focus on for this study)

Do you use at least one social media application for your community event?

- ☐ Yes
- ☐ No

What social media applications are used by your event? please tick all that apply.

Option to select more than one.

- ☐ Facebook
- ☐ Instagram
- ☐ Twitter
- ☐ Tumblr
- ☐ Snapchat
- ☐ YouTube
- ☐ WeChat
- ☐ Other

Other social media applications used by your event

Considering your event, please tick all that apply.

Social media is used for the following:

- ☐ Marketing our event
- ☐ Communicating internally with our event managers/organisers
- ☐ Communicating externally to event participants (stall holders, performers)
- ☐ Event research - understanding our event attendees
- ☐ Event research - new ideas for our event
- ☐ Event research - sourcing resources
- ☐ Recruiting volunteer/staff

Approximately how many people within your core event committee are involved with sharing content on your social media pages?

- ☐ 1
- ☐ 2-5
- ☐ 6-10
- ☐ More than 10

From your perspective, how responsive do you believe your event organisation is at responding to inquiries about your event on Social Media?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Poor
- ☐ Terrible

Understanding Social Media Adoption

UNDERSTANDING SOCIAL MEDIA ADOPTION



This section explores the rational behind your events social media use.

To answer the next group of questions, you are asked to agree or disagree with each statement based on the perspective of your event.

Social media adoption 1/2

Please agree or disagree with the following statements:

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
The frequency and amount of content that we should distribute on social media is understood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can easily navigate social media sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly agree				

Social media is not disruptive to our key business processes	<input type="radio"/>	Please agree or disagree with the following statements:			
Social media applications are an easy marketing tool to use to promote our event	<input type="radio"/>	Neither agree			
We regularly use technology (smart phones, computers, tablets) when organising and delivering our event	<input type="radio"/>	Somewhat disagree	disagree	Somewhat agree	Strongly agree
We believe distributing event content through social media effectively reaches our target market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The functions of social media applications are simple to understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The event organizing and management team are regular users of social media applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing purposeful information on social media is easy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media aligns with our event's existing marketing practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Errors are seldom made when sharing or publishing content on social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media adoption 2/2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly agree	Somewhat disagree	Neither agree	Somewhat agree	Strongly agree
Using social media for our event is a priority task	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The event has adequate financial resources to support the use of social media applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet access to support the use of social media applications for our event is provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The event committee/organising group provide information and ideas for potential content that could be distributed on our social media pages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical resources to support the use of social media applications for our event (e.g smartphone, laptop) are provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media content reaches our target audience effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time to develop and deliver social media content is available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have policy in place for the content distributed on social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
					Strongly

		agree	Event Characteristics			
Social media is useful for promoting and marketing our event	<input type="radio"/>	Neither agree				
Social media provides a good source of research opportunities to understand our target market and event ideas	<input type="radio"/>	Somewhat disagree	disagree	Somewhat agree	disagree	Strongly agree
Social media content motivates individuals to attend our event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am provided with training on social media use if required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The event has a social media strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the event committee/organising group support the use of social media for our event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please agree or disagree with the following statements:

		Strongly agree	Neither agree			
We actively seek new ways to use social media applications to benefit the event	<input type="radio"/>	Somewhat disagree				
We actively assign time to post on social media for the event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We actively respond to inquiries asked about the event on our social media pages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We actively use social media content to research new opportunities for the event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We actively use social media to understand the attendee profile for our event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ABOUT YOUR EVENT



This final section asks about your event's characteristics. If you are unsure of an answer, please attempt to make an approximation to the best of your knowledge.

How many people are in the core organising group (e.g the event committee)

- ☐ 1-5
- ☐ 6-10
- ☐ 11-15
- ☐ 16-20
- ☐ Over 20

What percentage of people within the core organising group are volunteers (unpaid)?

(Click and drag slider)

0 10 20 30 40 50 60 70 80 90 100

% of volunteer event
organisers

Approximately how many years has your event been running?

What is the length of your event?

- ☐ One day event
☐ Multi-day event

How many days is your event?

What is the frequency of your event?

- ☐ Weekly
☐ Monthly
☐ Annual Bi-
☐ annual one-off
☐

Do you charge an entry fee to your event?

- ☐ Yes - entry fee
☐ Yes - optional donation or koha
☐ No - free entry

Please select what type of options best describes the type of your event
(option to select more than one)

- ☐ Fundraising Educational
☐ Religious
☐ Cultural
☐ Market
☐ food
☐ Celebration
☐ Lifestyle
☐

What is your role in the event?

Closing section

Thank you for participating in my survey.

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