

**The Compostela
Action Research
Project**

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LEAD 210: Action Research

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Abstract

This paper explores using social media to build brand engagement and generate interest in a new business endeavor. The themes explored include how to generate engagement and why it matters today. This research provided an opportunity to run experiments and explore the potential opened by the marketplace created in cyberspace, creating a new reality for merchants and their customers. I discovered a more profound respect for the potential of social media platforms and enjoyed engaging in LinkedIn in non-traditional ways. Typically reserved for a more buttoned-up approach to posting, I presented a less polished image and focused on a more human approach.

More work remains to be completed in this space, but that is the beauty of action research. It folds like a giant wave, spiral, or even a good piece of pasta. The work is never really done. I am excited about what the future holds.

Introduction

After losing employment in September, I shifted a side business from a sole proprietorship to an LLC and changed the name to include consulting and coaching. The goal of the business, achieving self-reliance and maintaining the same or better quality of life that corporate employment enabled, drove the overall purpose. Since this was a new endeavor, multiple areas for growth were impeding the development of the business. One area impacting the business's launch was the need for more social media presence. Increasingly, social media holds power in the marketplace; not utilizing it or even under-utilizing social media platforms would limit earning potential. For this project, exploring the question, "How might social media impact my brand?" provided the problem statement of the project.

Entrepreneurs and small business owners need to be self-starters, and while this has been a personal attribute, there remains a challenge with other self-perceptions. Self-aggrandizing as an expert or authority becomes overshadowed by self-deprecating thoughts or the desire to be considered humble or in service to others. The ability to be both in service to others and a subject matter expert needs reconciliation; two things can be true at once. Coaching and consulting mean serving others, and working from that capacity requires credibility. If the branding lacks credibility, then the success of the business will be at risk. Conquering negative self-talk and limiting self-beliefs benefits the business and the clients.

In the last decade, new social media sites and global engagement have shifted how people share and discover information, products, and services. The consensus among social media advisors states that using one or two sites well and knowing which sites potential customers utilize guides the best strategy for brand publicity. An initial component of a strong brand requires clarity for the company's mission, vision, and values. The organization's mission statement is "Inspiring

leaders to grow, adapt, and meet tomorrow's challenges today." The vision statement is "Helping clients to feel comfortable with who they are and the courage to allow others to do the same," These statements establish a similar mission and vision I have espoused in my work in corporations but could now bring full circle with more autonomy. The values: Transparency, Well-Being, Sustainability, Personal-Growth, and Generosity express a strong desire to serve others holistically.

Another obstacle centered on the habitual practice of starting new learning programs or tasks before completing those already in process, which makes it challenging to remain focused. As a learning and development specialist, exposure to multiple learning possibilities distracts the focus on programs already in process. Taking on the challenge of posting consistent social media content seemed like one more daunting task in an already overloaded list of tasks.

When speaking with a former work peer, they asked about my graduate school courses. While explaining action research to him, I shared, "It is what you and I have been doing in the classroom for the last 20 years". We enjoyed a laugh at our expense. This research permitted the continuation of that ride, but this time for self-exploration. That reality seemed both exciting and relieving.

There remained risk, though; the severance income ended on April 30. The need to generate positive net income brought stress to the research. I asked questions about paying heed to what the research reveals. Would I listen to the results? Would I dig deeper with the research, or would the results create uncomfortable feelings and less desire to peel back into deeper data? What would be necessary to stop doing, start doing, and keep doing regarding research habits and approach? Like a hike, would there be counting the milestones as they move down, 1 mile down,

or up, four more to go? Long-distance hiking requires courage and humility; action research does, too.

The desire to start a business had been there for several years, but knowing that it would entail placing a personality 'out there' on social media on a level that felt uncomfortable was one of several obstacles that kept the project from moving forward. Upon losing the role at [REDACTED], if my presence on social media had already been more robust, it would have only required transitioning to entrepreneur over corporate life influencer. Furthermore, the ongoing impact remained that once the business launched, it would be imperative to connect it to some thought leader presence. The impact also moved beyond the business, dipping into a sense of self-worth. Since I was not already a thought influencer, how relevant would I be to others?

I wrote this all the while thinking it was time to go on a hike. The two things I want daily are a hike and good food. How could those be combined with my social media endeavors so they would be maintained? Moreover, what would it look like to be efficient with posting? Spending valuable time tinkering with technology goes against my values around productivity. What content is out there that can promote the goals of helping others develop their professional and personal capacities with a coaching and consulting practice? How do we develop content that provides sustenance? How can it be unique and differentiated from others with similar services? How easy will it be to disengage from or ignore comments? How important will it be to read the comments for valuable feedback? The comment rabbit hole easily swallows people who otherwise seem solid and capable. How could this project be approached with joy and not drudgery?

This project used enhanced social media to evoke a thought leader presence and build the business. I used social media to build my brand, influence potential customers, and add

credibility to my endeavors since social media provides a vast market platform for sales and services. After resisting the rise of social media as a means to connect professionally, I used this project to explore the potential impact of building a value proposition with potential customers. How to use it effectively from both the perspective of time spent and return on investment became essential elements of the research.

Literature Review

Many influencers, entrepreneurs, and organizations utilize brand-owned social media content. An advisor recommended that the business website include a blog, videos, and free content for customers. For this project, exploring the benefits a brand receives from web content felt beneficial. Brene Brown has a robust personal website highlighting her biography, books, blog, podcasts, and other free content. Some brands engage in owned social media content because it creates a community for their users to engage and connect. Emotional responses further the customer relationship with the brand, and studies show a positive increase in sales. (Liadeli et al., 2022)

Relationship Marketing

Relationship Marketing enables the opportunity to maintain the customer base and add new customers by building brand awareness and establishing trust. Various social media platforms provide the ability to reach a wide array of demographics to showcase abilities. While exploring this theme, an interesting parallel to the previous theme emerged, highlighting the importance of relationship building. Appealing to innovators and early adopters plays a role in reaching critical mass early in the business's life to ensure success. Another compelling aspect revolves around differentiation since many companies provide similar products and services. Establishing uniqueness propels value perception to the customers. The author also explored the benefits of

the network effect, whereby the benefit or value of the product or service increases precisely due to the number of people using it. (Carter, 2021)

The impact of social media marketing on sales varies depending on the product or service type. Some research shows that low-involvement products generate better results from using social media to boost their product and services, and high-involvement products receive lower returns on investment. (Ren et al, 2023) The example used in the study of stationary, a low-involvement product, versus make-up, a high-involvement product, showed a higher return on stationary from the adoption of social media engagement. Understanding customer behaviors and decision-making processes also help formulate strategic approaches to engaging in social media marketing to maximize customer sales performance. (Vincent, 2021)

Thought Leadership and Brand Engagement

Another component of using social media to build a brand comes from thought leadership. Loosely defined and lacking in scholarly research, the term initially appeared in the late 1990s. Thought leaders typically are viewed as subject matter experts by their peers and create well-written material that benefits others. (Meyer & Maluchnik, 2023) Simon Sinek and Brene Brown benefited from the rise of the internet during the advent of their thought leadership journeys. Companies also promote themselves using content developed in-house to market their brand and resources. Several examples include FranklinCovey, Blanchard, and KornFerry, all companies regularly posting to retain their targeted customers' attention.

The most dynamic element of brand engagement currently comes from User Generated Content. This more human approach to product promotion places the relationship at the heart of the campaign. Many of us have participated in this form of content whether we realize it or not. (Duke, 2023) When we purchase new shoes, we post about them on Instagram. When we try out

a recipe we found online, we share it with others on Facebook. These are just two examples of the myriad ways society has adopted the practice of user-generated content. Successful influencers excel at this activity, but it can be leveraged by thought leaders, knitting vloggers, and many more to deepen the connection between those who create and consume content. Staying with the theme of what makes for successful content but shifting more toward the attributes of the individual contributor, the question of what strengths influencers leverage to create successful content seemed necessary to explore. Wanting to influence impacts the desire, but creating the reality benefits from specific attributes. The question helped uncover an article posted by LifeXchange, a company based in South Africa, on influencing. The change management and organizational consultancy firm listed the top eight strengths: Activator, Command, Communication, Competition, Maximizer, Self-Assurance, Significance, and Woo. (Livexchangesolutions, n.d.). Activators start initiatives and move quickly from project to project. These strengths make the social media domain a perfect playground for their swift-moving minds and desire to learn from their experiences. None of these attributes fall in my top ten; most are in the middle of the list, with a couple at the bottom. My top five, Context, Connected, Discipline, Belief, and Intellection, provide other avenues of influence, albeit more subtly.

Content Strategies

Multiple platforms exist to help social media marketers create content, organize posts, schedule postings, and many other tasks involved in the overall process. When researching this topic, ads and article pop-ups often focus on selling those products and espousing their value. Best practices for using social media effectively involve knowing the target customer and defining the

brand and content strategy before starting the campaign. The social media platforms must also be determined early during the planning phase. Knowing the target customer's demographics and habits helps make this choice. Leveraging multiple platforms takes more time, and messages may vary depending on the consumer demographics. Content should be posted regularly, be diverse, and be re-purposed. In addition to self-authored content, curated pieces help define the brand, as does engagement with others online through comments and shares. The article reviewed also strongly suggested using analytics to measure the effectiveness of social media marketing and, of course, making changes when necessary to ensure more tremendous success. (Baluch, 2024)

When an early experiment on LinkedIn failed to generate much interest, more questions arose about how to take advantage of the perfect algorithms. Posting regularly on LinkedIn provides a great way to be seen by many users. However, re-posting previously posted content is equally important since many people do not check this platform as regularly as their other social media accounts. LinkedIn also favors users who are not only creating original content but are commenting, reacting, and re-posting information from others, as well as engaging in the comments of their posts.

Hashtags also weigh heavily in the structure and should be placed at the bottom of the post, with a maximum of nine. Creating what LinkedIn defines as an All-Star Profile page is essential in ensuring potential customers and recruiters find your services on LinkedIn. (2023) Recent changes to my profile page already generated more activity on my profile pages. Admittedly, some of the increase came from individuals attempting to sell products and services.

Research Plan

The potential action research topic was "How might social media impact my brand remains the overarching question of this project." This study aimed to understand the most effective ways to use social media to build a brand, generate brand engagement, explore the world of thought leadership, and increase revenue for the business. My fundamental research questions were: How to leverage social media for the most significant impact, how to reach more individuals, how social media works, what platforms are best for my purposes, what best practices to follow, who my target audience is, and which of my services will benefit the most from social media marketing.

Limiting it to how it would generate revenue for the business restricted the project too tightly. For example, a recent response to a LinkedIn post helped push an event from in-person to Kansas City residents only to a virtual platform to provide the information to a broader audience; actions like this benefit much more than branding and revenue stream. Using social media to provide content and resources to individuals I might not otherwise reach can significantly increase the reach to others. This epiphany helped create more optimism about using social media than previously felt. I could connect with new individuals and businesses while staying connected with contacts from all over the world.

I collected mixed data for this project because both quantitative and qualitative data seemed relevant. The intention was not marketing widgets; the services involved helping others develop their soft skills and abilities. Utilizing the mixed method seemed more appropriate for the circular, spiraling nature of Action Research, and I wanted to expand the horizon. There were multiple incidents where new data or information led to exploring other avenues.

The specific data I collected included interviewing individuals using social media to build brand engagement and revenue in various industries. These interviews were conducted using core questions, with follow-up questions based on responses; therefore, the data set does not match. The interviews lasted approximately 30 minutes and were conducted in person. One individual manages social media accounts for multiple clients in the beauty industry. The other interview was completed with an individual who manages their accounts and writes original content. In addition to interviews, experiments were run on my LinkedIn account to gather data from others about the strength of my profile, original content, and re-posting activities. This data collection consisted of a survey with five to ten questions sent remotely using SurveyMonkey. The survey gathered feedback from diverse individuals from different age groups, backgrounds, and lines of work.

The content on my LinkedIn profile allowed gathering data from comments, reactions, and re-posts. Initially, the target date for the soft launch of the business was January, with a hard launch in March. I conducted a soft launch in February by changing the role information on the LinkedIn profile job description, and the hard launch has been postponed due to conflicts with my current job search. The plan included gathering feedback from the social posts and monitoring the interest in the services based on the reaction to the launch post.

Early in this process, I questioned how to combine the passions of hiking and food into posting on social media. Given the rise in user-generated content's popularity, it warranted an experiment of going on a lateral journey and not necessarily an immersion into coaching and consulting with leadership coaching and consulting. Many peers were re-posting memes with inspirational quotes. Ironically, one recent post featured a quote on the importance of walking daily. However, it featured a stock photo of a peaceful trail instead of showing the professional coach on a walk.

Showing people the human side seems more appealing than packaging a curated version of reality. This post provided the spark to encourage me to move my social media presence into a hybrid endeavor.

The research design can best be described as Triangulation with some Experiential elements. The ethical considerations of this project mostly revolved around ensuring there would be a consent form for all individuals participating in the interviews and the survey process. Names and personal identification information were eliminated from the data to protect anonymity. Those providing feedback on my social media profile and engagement were provided confirmation that their feedback would not be used against them. Another ethical concern stemmed from any data gathered from items posted on LinkedIn since anyone who comments or reshares will not sign a consent form.

Implementing the Research Plan and Collecting Data

I selected several techniques to collect data for this project and strove for a mixed-methods approach. Interviewing individuals known to be active on social media seemed instrumental in grounding the research in a qualitative approach. In addition, a survey with both qualitative and quantitative questions was conducted. Metrics provided by LinkedIn analytics also contributed to the quantitative analytics.

The two interviews were necessary for the data they provided and to help educate me on effective social media use. Both individuals I surveyed utilized Instagram, a site not part of the study, but one of the two also used LinkedIn. Both individuals use social media platforms for brand engagement and customer generation. The interviews were both conducted in person, with pre-determined questions and flowed conversationally due to the unique follow-up questions their input produced.

The survey was created in Microsoft Forms and sent to eight individuals. Three are former peers, three are in the program cohort, and two are from a book group. The survey intended to drive feedback about my personal LinkedIn profile to gather ideas about how it is effective and can be improved. The short survey of four questions provided a format to gather mixed data. The first question in the survey used a rating scale of 1 – 5, with one being the lowest and five the highest, to determine how the respondents viewed the profile's effectiveness. The remaining three questions were all qualitative and required summative feedback about why the respondents assigned the rating they provided to the first question, what they would recommend changing, and how they would define a thought leader.

The final data came from LinkedIn's analytics, which generates reports for users on their daily impact by measuring views, comments, and reactions to posts. Individual pages have limited data, and business pages have a more robust report. The profile page is individual, but the data provided substantial insight into the reach of posts made during the study.

The data types provided a mixed-methods approach and additional information by asking questions about using social media to gauge my current approach's effectiveness. This experience generated an organic action research reaction since several times, particularly in the interviews, additional research topics branched off.

Data Analysis

The interviews were the first step in the process. I reviewed the notes from these events and spent considerable time reflecting on what the respondents shared. This review examined the words spoken and the conviction and tone used by the two individuals. Their commitment to using social media and the power it can unleash to build a brand was inspiring. Both of the individuals identify as female and younger Millennials.

Several themes emerged from both of the respondents' analyses of the data. They shared the importance of authenticity, posting consistency, and the value of user-generated content. There are a few definitions of User Generated Content, or UGC, one of which references real-life customers who share and comment without prompting or payment. Another aspect of UGC is that influencers create content that displays more of their private world behind the scenes, unlike the stylized world they might otherwise portray on social media. This approach doubles down on authenticity and generates a connection between the influencer and their followers. As one of the interviewees stated, "Your followers want to know what you had for breakfast." This intimacy creates more connection with the professional aspect of our posting. It is as if you are building social capital with your followers.

Both of the interviewees expressed the importance of consistency in posting. When asked what advice they would provide to themselves if they could go back in time, one interviewee answered, "Plan ahead, having a content plan of not just when, but what". Planning is critical, knowing the intended focus on topics for at least one week, though neither use social media-specific tools for organization or project management. The consensus on this type of software indicated it could be more time-consuming and inconvenient. They shared similar best practices and replicated data found in publications about re-posting older pieces of content that an audience may have previously missed. Consistency can also be achieved by resharing content from others, commenting on posts, and reacting to posts and comments. Other best practices shared in the interviews included photographs, videos, and podcast media with the posts.

The survey conducted for this action research project dove into the specifics of the reactions and impressions of my current profile page on LinkedIn. As mentioned, this survey contained one quantitative question and three qualitative questions. The respondents were a mix of individuals

from different circles in my life. The group's diversity included age, workforce tenure, industry type, length of our relationship, and gender identity. The responses were very similar. All but one of the respondents rated the profile page 4 out of 5, and the reasons listed by the group for this response were similar. Many of them cited the positive tone of the page as a plus and the white space in the branding as a minus.

The final question on the survey, what qualities and characteristics do you associate with a thought leader, served a similar purpose to the interviews I conducted. Interestingly, some respondents still referenced my profile page in their answers, tying their thoughts to what they noticed on the personal profile page. Overall, the consensus provided insight into credibility, curiosity, and conviction, which play a critical role in thought leadership. This quote from a respondent sums up the consensus from the group, "They should have a clear vision for the future and be able to articulate and communicate their vision effectively. They need to come off as credible and trustworthy with a record that backs this up.

The last element of data came from analytics from LinkedIn. This remarkable feature on the site allows individuals to see their effectiveness in real time. One of the individuals I interviewed shared that business pages receive more free analytics than individual pages, and they strongly recommended setting up a business-specific page for this reason. The data provided by LinkedIn allows users to capture how many people have viewed their post, reacted to it, commented on it, and reshared it. LinkedIn also provides information about impact. For example, on April 8, my post impression grew by 1,200+%. The resounding takeaway from the LinkedIn analytics was that a little effort went a long way. The post impressions grew because of the increase in activity. However, beyond that increase, there was an additional impact on how many individuals viewed my profile page and engaged with the posted content.

Action Plan

The study's purpose was to explore the use of social media to generate brand engagement and build a client base for a new endeavor. Based on the feedback from the survey and knowledge gained from the interviews, the best course of action would be to create a profile for the business. Several times over the last few weeks, I have hesitated to change the personal profile page and post specific items because of an ongoing job search. A business-specific page creates a degree of separation. For example, changing the banner on a personal profile to include the company name may damage outside opportunities when recruiters and hiring managers visit my page. Business pages provide deeper insights into the analytics and strong evidence of the importance of having a personal and business profile on LinkedIn.

Another aspect of the action plan lies in creating something outward and in what actions can be taken inwardly with the information. The research provided inspiration and encouragement from the respondents. The interviews, in particular, because of the depth of thought and reverence both carry for the topic, provided additional avenues of study. There are more questions to explore, as mentioned previously. However, one should consider how this respect for social media's relevancy flows innately from the younger Millennials who provided the data for both of my interviews.

Posting regularly matters and will continue to be a priority for my business outreach. The individuals interviewed and the article from Linked-In (2023) cited in the Literature Review stressed the importance of consistency. In sales, an often-used analogy expresses that less experienced individuals will "throw spaghetti on the wall until something sticks." In a way, social media marketing benefits from this behavior because you cannot clarify the customer's needs. The most crucial action to take will be the doing of the thing with consistency. The article

from Duke (2023) stresses the importance of User-Generated Content, which should provide enough spaghetti to get the job done.

Sharing and Communicating the Results

Currently, I am an organization one as an entrepreneur, but it will be essential to share this information with my support network, which is made up of friends, family, and advisors. Telling the story of the process and results benefits my ability to assimilate and further make sense of the data. Beyond that, sharing what I learned brings them much-needed insight into guiding my endeavors. Communicating the results to my support network will be essential, as well as listening to their reflections and what questions arise for them. The different perspectives on the experience will bring even more data and an organic flow back into the Action Research process.

Outside of direct networks, there are several coaches in my peer group. These coaches can be grouped into three categories of social media use: expert, novice, and beginner. I feel comfortable sharing the results with the beginners. It would be helpful to share it with the experts first though, as a means to gather more information. We keep an ongoing social media messaging thread and I plan to propose my results as a future meeting topic.

Reflection

It was interesting to see how much of what was written in previous milestones no longer needed to be a concrete part of this iteration. The work was vital to bring the research to this point, both the reflective work and the researched work, but more of the reflected work shifted to the background and became process over product. Overall, the project has allowed for connection with articles and individuals I might not have encountered, and those voices have brought new

perspectives. I spent more time thinking about it than working on it, which is perfectly fine. The topic proved to be timely and worthwhile.

The challenges I faced had less to do with the project and more to do with being crunched for time as there were many moving parts in the employment search, attempts to attend to launching the business, and other challenges in my personal and professional life. Posting and engaging on social media still feels daunting, and I worry too much about putting personal information out there. It feels like going on a blind date where you never really meet another person. I have not learned about myself as much as I have affirmed past behaviors and beliefs. For example, my desire to bring efficiency to engaging in social media is no surprise since efficiency is motivating. I also get lost in research and continuously come up with other questions, which happens to me frequently.

All this information created a desire to explore and dig deeper. I often caught myself naturally spiraling into more questions but opted to stay focused on the original question and benefit personally from the information. Despite the inspiration, I did pause my posting for over a week due to a job interview and personal travel. Each time I reflected on posting about these activities, feelings of vulnerability arose. However, my other activities on LinkedIn, such as commenting, re-posting, and reacting, continued.

This process has been far more enjoyable than I imagined and is necessary for entrepreneurship. Incorporating that into my class project has provided me with knowledge and insight, and engaging in this process has been stimulating. I feel more connected to building brand awareness than ever before. As a long-time employee, my brand reached the audience it needed to internally. Now that I no longer have a role with a company, my brand would have been at risk of completely dissolving without the platform LinkedIn provides. Previously, I would have reacted

to posts from others, but not re-posting and creating original content. I have also found ways to merge hiking activities into posts. Combining a passion for food with posting started to emerge as the project concluded.

At times, there remains a tingling of doubt about the value of social media engagement.

However, these platforms drive interaction and create a market space for individuals and companies to share their services. Further reflection on the topic highlighted that the value can be for the receiver as much as the giver. This framework makes opening up to the potential more exciting and worthwhile.

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Appendix A
Consent Form

March 12, 2024

To whom it may concern,

My name is Laurie Williams and I am a student at University of the Pacific, Benerd College and I am currently participating in a research project on how might social media impacts brand. Specifically, I am exploring the different approaches and behaviors of individuals and companies who promote brand influence and reach using social media.

If you agree to participate, I will schedule a brief interview conducted in person or remotely which will take approximately 30 minutes. I will be asking you questions about your participation, best practices and lessons learned from using social media for brand engagement. If you do not wish to participate there will be no form of retribution imposed on you. Reasons you may decline to participate might be due to the time involved or privacy.

The information gathered during the interview will be recorded and used to complete a paper on how social media can be used to impact brand. Your name and personal information will not appear anywhere in the paper.

If you have questions about my study, please feel free to ask. You may want to discuss your participation with friends, family, or co-workers before agreeing to participate.

Sincerely,

Laurie Williams
Masters Student
University of the Pacific, Benerd College

Please check one of the following:

<input type="checkbox"/> YES, I want to be in the study. I understand that this will be a recorded interview. I understand that, even if I check "yes" now, I can change my mind later.	<input type="checkbox"/> NO, I do not want to be in the study.
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Your Name: _____ Signature: _____

Date: _____

Appendix B

Interview Questions

Tell me about yourself and how you use social media?

How long have you been using social media for marketing?

What social media sites do you utilize and why do you use those particular sites?

How involved are your clients with the social media choices you make? (one of my respondents manages social media engagement for others).

What type of agreements do you have with the clients? Formal? Verbal?

What type of client would you no longer take on?

What advice would you go back and give yourself for using social media?

What types of posting, social media engagement sites have you used and why? Why have you not used them? What formal plan do you use?

What is the most important trend to be mindful of right now on social media?

Who is your target demographic?

What should I ask myself about social media?

Appendix C
Survey Results for LinkedIn Profile Page

On a scale of 1 being the lowest and five the highest, please rank the LinkedIn Profile page for Laurie Williams.	What inspires you to provide this rating?	What would you recommend the individual change on their page?	What qualities and characteristics do you associate with a thought leader?
4	Her profile is complete, her photo looks professional, her work experience is detailed, education listed, has plenty of skills listed, and has received solid recommendations. Her activity and engagement is high.	I wouldn't recommend she change anything.	The first that comes to mind is expertise. I think of thought leaders as experts in their field and possess deep knowledge and understanding of the subject matter. Thought leaders should be innovators and be able to come up with original ideas and offer fresh perspectives on relevant issues. They should have a clear vision for the future and be able to articulate and communicate their vision effectively. They need to come off as credible and trustworthy with a record that backs this up.

			ACTUALLY practices what they preach. Has an understanding of human dynamics. Is sympathetic and shows empathy. An appropriate balance between easygoing and dictator. Asks questions and gathers information. Makes intelligent and educated decisions.
4	If you are looking for clients for a service that you provide, place that banner on your profile picture.	More detail in job descriptions/what you did. Accomplishments, exceeding KPI's, accolades received, and quantifiable data.	
4	Great content, pleasing to the eye. Capture the audience to look further into your profile.	Use Keywords: Incorporate relevant keywords throughout your profile, especially in your headline, summary, and job descriptions. This improves your visibility in LinkedIn search results.	Expertise, Innovation, Visionary, Influence, Effective Communication, Authenticity, Continues Leader.
4	The profile provides an active profile with useful information for any recruiter to review and extend assistance to hire for any job.	None that I can think of.	Open minded, strong minded, compassionate
5	Thoughtful analysis of what she does for work. Written from a positive perspective that draws you in and makes you want to know more about what she does.	Not sure...maybe more visuals but LinkedIn doesn't really lend itself to pictures.	Facilitation is key and she mentions that.

4	I love the colors of the background. I like the check marks with the skills. Draws the eye to them. Great picture!	Move the art work so there is less white space in the background I wish the link at the top right to Twin Rivers consulting went to your webpage.	Someone who knows them selves well and has done their own work. Someone who is curious. I like that you included that.
5	I love the picture of her on the profile. The four areas she is a professional in. Certifications and classes she is certified in.	N/A	Passionate Strong Expertise in a specific topic
4	I love the simplicity if the page but I think there is something to be added	An eye catching award highlight	Active listening, ELC, listening for understanding

Appendix D LinkedIn Analytics for Laurie Williams

LinkedIn Analytics March 7th, 2024 – April 15th, 2024

Performance March 7th, 2024:

Post URL	https://www.linkedin.com/feed/update/urn:li:share:717129
Post Date	Mar 7, 2024
Post Publish Time	12:19 AM

Post Performance

Total Impressions	435
Reactions	12
Comments	2

Reactions Highlights Mar 7, 2024 to Apr 18, 2024

Top job title	Training Manager
Top location	Greater Seattle Area
Top industry	Telecommunications

Comments Highlights Mar 7, 2024 to Apr 18, 2024

Top job title	Business Consultant
Top location	Greater Sacramento
Top industry	Professional Training and Coaching

Top Demographics March 7th, 2024:

Category	Value	%
Company size	10,001+ employees	35%
Company size	1001-5000 employees	13%
Company size	51-200 employees	7%
Company size	501-1000 employees	6%
Company size	5001-10,000 employees	5%
Job titles	Program Manager	4%
Job titles	Training Manager	4%
Locations	Greater Sacramento	12%
Locations	San Francisco Bay Area	7%
Locations	Los Angeles Metropolitan Area	6%
Locations	Kansas City Metropolitan Area	5%
Locations	Greater Seattle Area	5%
Companies	T-Mobile	15%
Industries	Telecommunications	29%

Industries	Professional Training and Coaching	8%
Industries	IT Services and IT Consulting	7%
Industries	Software Development	5%
Industries	Financial Services	4%

Performance March 25th, 2024:

Post URL	https://www.linkedin.com/feed/update/urn:li:share:71780
Post Date	Mar 25, 2024
Post Publish Time	4:30 PM

Post Performance

Total Impressions	575
Reactions	13
Comments	2

Reactions Highlights Mar 25, 2024 to Apr 18, 2024

Top job title	Founder
Top location	Kansas City Metropolitan Area
Top industry	Telecommunications

Comments Highlights Mar 25, 2024 to Apr 18, 2024

Top job title	Founder
Top location	Greater Fort Collins Area
Top industry	Professional Training and Coaching

Top Demographics March 25th, 2024:

Category	Value	%
Company size	10,001+ employees	31%
Company size	1001-5000 employees	13%
Company size	501-1000 employees	10%
Company size	1-10 employees	7%
Company size	5001-10,000 employees	6%
Job titles	Program Manager	4%
Job titles	Training Manager	3%
Job titles	Owner	3%
Job titles	Learning and Development Manager	2%
Locations	San Francisco Bay Area	13%
Locations	Greater Sacramento	10%
Locations	Kansas City Metropolitan Area	5%

Locations	Dallas-Fort Worth Metroplex	4%
Locations	New York City Metropolitan Area	4%
Companies	T-Mobile	14%
Companies	Trustmarque	5%
Companies	U.S. Fish and Wildlife Service (USFWS)	2%
Industries	Telecommunications	22%
Industries	IT Services and IT Consulting	9%
Industries	Professional Training and Coaching	7%
Industries	Government Administration	5%
Industries	Software Development	5%

Performance March 26th, 2024:

Post URL	https://www.linkedin.com/feed/update/urn:li:share:717821
Post Date	Mar 26, 2024
Post Publish Time	2:18 AM

Post Performance

Total Impressions	124
Reactions	5

Reactions Highlights Mar 26, 2024 to Apr 18, 2024

Top job title	Training Manager
Top location	New York City Metropolitan Area
Top industry	Telecommunications

Top Demographics March 26th, 2024:

Category	Value	%
Company size	10,001+ employees	38%
Company size	1001-5000 employees	11%
Company size	501-1000 employees	10%
Company size	1-10 employees	7%
Company size	5001-10,000 employees	5%
Job titles	Training Manager	9%
Locations	Greater Sacramento	9%
Locations	San Francisco Bay Area	8%
Locations	Kansas City Metropolitan Area	7%
Locations	New York City Metropolitan Area	6%
Locations	Salt Lake City Metropolitan Area	6%
Companies	T-Mobile	19%

Industries	Telecommunications	29%
Industries	Professional Training and Coaching	11%
Industries	IT Services and IT Consulting	9%
Industries	Software Development	6%

Performance March 28th, 2024:

Post URL	https://www.linkedin.com/feed/update/urn:li:share:71791
Post Date	Mar 28, 2024
Post Publish Time	7:08 PM

Post Performance	
Total Impressions	331
Reactions	8
Comments	1

Reactions Highlights Mar 28, 2024 to Apr 18, 2024	
Top job title	Talent Acquisition Specialist
Top location	Kansas City Metropolitan Area
Top industry	Professional Training and Coaching

Comments Highlights Mar 28, 2024 to Apr 18, 2024	
Top location	San Francisco Bay Area
Top industry	Professional Training and Coaching

Top Demographic March 28th, 2024:

Category	Value	%
Company size	10,001+ employees	36%
Company size	1001-5000 employees	11%
Company size	1-10 employees	7%
Company size	501-1000 employees	7%
Company size	201-500 employees	7%
Job titles	Program Manager	6%
Job titles	Training Manager	3%
Job titles	Learning and Development Manager	3%

Job titles	Owner	3%
Locations	San Francisco Bay Area	13%
Locations	Kansas City Metropolitan Area	12%
Locations	Greater Sacramento	12%
Locations	Dallas-Fort Worth Metroplex	11%
Locations	Greater Seattle Area	4%
Companies	T-Mobile	19%
Industries	Telecommunications	28%
Industries	Professional Training and Coaching	8%
Industries	Software Development	6%
Industries	Government Administration	5%
Industries	Non-profit Organizations	5%

Performance April 8th, 2024:

Post URL	https://www.linkedin.com/feed/update/urn:li:share:718290
Post Date	Apr 8, 2024
Post Publish Time	1:07 AM

Post Performance	
Total Impressions	379
Reactions	25
Comments	2

Reactions Highlights Apr 8, 2024 to Apr 18, 2024

Top job title	Founder
Top location	San Francisco Bay Area
Top industry	Telecommunications

Comments Highlights Apr 8, 2024 to Apr 18, 2024

Top job title	Founder
Top location	Portland, Oregon Metropolitan Area
Top industry	Staffing and Recruiting

Top Demographics April 8th, 2024:

Category	Value	%
Company size	10,001+ employees	37%
Company size	1001-5000 employees	11%
Company size	1-10 employees	6%
Company size	201-500 employees	6%
Company size	5001-10,000 employees	6%
Job titles	Training Manager	7%
Job titles	Program Manager	3%
Job titles	Owner	3%
Locations	Greater Sacramento	9%
Locations	San Francisco Bay Area	7%
Locations	Los Angeles Metropolitan Area	6%
Locations	Kansas City Metropolitan Area	5%
Locations	New York City Metropolitan Area	5%
Companies	T-Mobile	17%
Industries	Telecommunications	23%
Industries	Professional Training and Coaching	10%
Industries	Retail	5%
Industries	Software Development	5%
Industries	Hospitals and Health Care	4%

Performance April 10th, 2024:

Post URL	https://www.linkedin.com/feed/update/urn:li:share:718364
Post Date	Apr 10, 2024
Post Publish Time	2:15 AM

Post Performance

Total Impressions	137
Reactions	4

Reactions Highlights Apr 10, 2024 to Apr 18, 2024

Top job title	Founder
Top location	Greater Sacramento
Top industry	Staffing and Recruiting

Top Demographics April 10th, 2024

Category	Value	%
Company size	10,001+ employees	38%
Company size	1001-5000 employees	15%
Company size	501-1000 employees	8%
Company size	1-10 employees	8%
Company size	51-200 employees	5%
Job titles	Training Manager	8%
Locations	Los Angeles Metropolitan Area	13%
Locations	Greater Sacramento	13%
Locations	San Francisco Bay Area	12%
Locations	Kansas City Metropolitan Area	6%
Companies	T-Mobile	16%
Industries	Telecommunications	25%
Industries	Professional Training and Coaching	12%
Industries	Software Development	9%

Performance April 15th, 2024

Post URL	https://www.linkedin.com/feed/update/urn:li:share:718575
Post Date	Apr 15, 2024
Post Publish Time	9:42 PM

Post Performance

Total Impressions	302
Reactions	10

Reactions Highlights Apr 15, 2024 to Apr 18, 2024

Top job title	Founder
Top location	Greater Sacramento
Top industry	Software Development

Top Demographics April 15th, 2024

Category	Value	%
Company size	10,001+ employees	27%
Company size	1001-5000 employees	12%
Company size	1-10 employees	9%
Company size	501-1000 employees	9%
Company size	51-200 employees	8%
Job titles	Training Manager	5%
Job titles	General Counsel	4%
Locations	Greater Sacramento	16%
Locations	San Francisco Bay Area	11%
Locations	Los Angeles Metropolitan Area	9%
Locations	Kansas City Metropolitan Area	6%
Locations	Greater Seattle Area	6%
Companies	T-Mobile	12%
Companies	U.S. Fish and Wildlife Service (USFWS)	3%
Industries	Telecommunications	18%
Industries	Software Development	6%
Industries	Professional Training and Coaching	6%
Industries	Business Consulting and Services	6%
Industries	Government Administration	5%