This is a published manuscript of an article published by Elsevier in *Journal of Retailing and Consumer Services*, available online: http://dx.doi.org/10.1016/j.jretconser.2015.01.006

To cite this article: Chung, T., Anaza, N. A., Park, J. & Hall-Phillips, A. (2016): Who's behind the screen? Segmenting social venture consumers through social media usage. *Journal of Retailing and Consumer Services, 28*, 288-295.

Who's behind the screen? Segmenting social venture consumers through social media usage

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Abstract

With the growing popularity of social media as a tool for marketing social causes and the increasing significance of social ventures in today's market economy, it is important to understand the heterogeneous nature of social venture consumers in regard to their social media usage. Using cluster analysis of survey responses from 305 consumers of various social ventures, four distinct segments of consumers who support social ventures were identified – social observers, active contributors, social connectors, and moderate contributors – based on three dimensions of social media site usage: creating content, connecting with others, and control over the user experience. Further analysis of survey results revealed that these four segments of consumers show significant differences in supporting behaviors.

Keywords: create, connect, control, social venture, social media site, segmentation

1. Introduction

The use of social media sites for marketing social causes is becoming an obvious trend as the population of social media site users continues to grow. As of 2013, nearly one in four people worldwide have used social media sites (eMarketer, 2013), which provide opportunities for individuals to learn about issues happening in society. This trend has important implications for social ventures, which are organizations that strive to relieve pressing social problems through commercial transactions in the marketplace. Some examples of social ventures include *TOMS*, *Newman's Own*, and *Charity Water Company*. Social media sites provide social ventures with a venue to connect with potential consumers on a more personal level, lending them a competitive advantage against large, for-profit companies that are often armed with abundant human, managerial, and financial resources. A recent study by Waggener Edstrom Worldwide Inc. (2013) found that the majority of people who support a cause, either online or offline, learned about the cause through social media sites rather than traditional marketing channels such as television advertisements or print ads.

In order to use social media sites as a marketing communication channel to leverage business growth, social ventures must be able to target cause-related messages to the appropriate audience while maximizing impact and response. To effectively and efficiently exploit the many opportunities of social media marketing, social ventures need to better understand their potential consumers. A segmentation approach, which groups potential consumers into distinctive categories, allows social ventures to create rich portfolios of consumer information that can be used to customize marketing strategies and direct them to the intended target in order to garner increased consumer support.

To effectively harness the advantages of social media marketing, a better understanding of the social media usage of potential consumers is needed. However, previous studies in social media marketing have primarily focused on the effectiveness of marketing strategies and optimizing the influences, rather than the segmentation of social media users according to usage. For example, De Vries, Gensler, and Leeflang (2012) used brand post popularity as an indicator of successful social media marketing and found that the position of the posts (at the top of the page) and the characteristics of the posts (vivid and interactive) had a positive influence on brand post popularity. Kim and Ko (2012) found that social media marketing activities (entertainment, interaction, trendiness, customization, and word-of-mouth) of luxury brands were positively related to value equity, relationship equity, and brand equity. In the context of cause-related marketing, Waters, Burnett, Lamm, and Lucas (2009) suggested that careful planning and research of social media marketing strategies could help nonprofit organizations establish relationships with their stakeholders. However, few studies have explored how consumers can be meaningfully grouped into different segments by looking at their social media usage in the context of supporting social ventures.

For social ventures, social media sites offer a rich social environment that facilitates the exchange of information and opinions among networks of consumers. Social media provides a platform whereby social ventures can solicit support for many of their cause-related activities such as pledges or offering products for purchase. Through social media sites, consumers can share knowledge (Norman & Russell, 2006) and show their support for a particular social cause. Consumers can connect with those who share similar values and beliefs, and they can interact directly with social ventures. Consumer-social media participation allows social ventures to gather information regarding consumer needs and wants directly from consumers, provide

insights into best design practices for the user experience, and most importantly, offer a passive look at how to engage with consumers through company-generated online touch points.

Given that the value of segmenting and targeting different groups of consumers to achieve marketing efficiency has been well-established by previous research, this study attempts to fill knowledge gaps in the social venture literature by (1) exploring different segments of social venture consumers based on social media usage and (2) examining differences in supporting behaviors among those segments. By applying the framework developed by Hoffman and Fodor (2010), this study examines three dimensions of social media usage – create, connect, and control – and explores consumer supporting behaviors, including donating, volunteering, and participating in cause-related campaigns.

2. Literature Review

2.1 Social Ventures

Social ventures are organizations that are formed to solve social problems by creating economic value through commercial transactions in the marketplace (Hall-Phillips, Chung, Park, Anaza, & Rathod, 2013). They "seek to attain a particular social objective or set of objectives through the sale of products and/or services, and in doing so aim to achieve financial sustainability, independent of government and other donors" (Di Domenico, Haugh, & Tracey, 2010, p. 682). Social ventures are different from traditional for-profit companies and non-profit organizations. Unlike traditional for-profit companies, whose primary goals are maximizing financial value for their shareholders, social ventures are committed to achieving specific social goals through financial success (Borzaga & Defourny, 2001; Mair & Marti, 2006; Peredo & Chrisman, 2006) such as ameliorating social inequality, poverty, and environmental threats. Non-profit organizations primarily rely on government funding, grants, donations, charity, and

volunteering to achieve their social goals, whereas social ventures are more market-oriented in their approach to procuring financial resources (Dart, 2004; Dees, 1998). However, similar to advocacy groups and non-profit organizations, social ventures face the challenge of bringing public awareness to their social causes.

Over the last few decades, social ventures have emerged as a significant player in today's market economy (Di Domenico et al., 2010). Dedicated to alleviating various social problems faced by society, social ventures transform economic value derived from market activities into social value. For example, social ventures often offer products and services that satisfy both an individual consumer's needs and societal needs. Consumers are able to take part in the good deeds that social ventures aim to support by purchasing their products and engaging in supporting behaviors such as donating and volunteering. The company *TOMS*, which donates a pair of shoes to children in need with every pair purchased by a customer, is a prime example of a social venture.

Due to their market orientation, social ventures often find themselves competing with well-established competitors. These competitors are often major market players that benefit from strong brand awareness and economies of scale – qualities that are usually lacking among social ventures. One way for social ventures to successfully compete with large competitors is to segment the marketplace into specific groups of consumers and target them with more relevant and personalized marketing communications. Careful market segmentation and targeting strategies based on a thorough understanding of supporting behaviors and motivations enable social ventures to achieve greater marketing efficiency.

Social venture consumers can be segmented based on various different aspects of consumer behaviors. Drawing on Hoffman and Fodor's (2010) theoretical framework for the

pursuit of social media goals, the present study focuses on three aspects of consumer social media site usage as a means of segmenting social venture consumers: connect, control, and create (3 Cs). We define the 3 Cs as *connecting* with others, feelings of *control*, and *creating* content on social ventures' social media sites. These "3 Cs" are unique social media usage dimensions that underlie differences among consumers with regard to future supporting behaviors. These concepts are discussed in more detail in the following section.

2.2 Consumer Social Media Usage

In their study of why people participate in social media, Hoffman and Fodor (2010) presented a framework for drivers of social media participation. Their framework suggests that consumers of social venture marketing activities "not only 'consume' the campaign, but can comment on it ('create'), share it with their friends and anyone else ('connect') and provide their uncensored thoughts about it ('control') for any and all to view" (Hoffman & Fodor, 2010, p. 49). In this study, we focus on the 3 Cs - connect, create, and control - as aspects of social media usage in relation to social ventures.

The term *connect* refers to active or passive participative behaviors that allow users to socially bond with others within a social media site. For example, *Twitter*, *Facebook,* and *Pinterest* provide interactive platforms that promote online conversations and facilitate social bonding among like-minded individuals (Heinonen, 2011; Hoffman & Novak, 2012). Social media sites allow users to connect with networks of individuals through online platforms with site-specific features (Pagani, Hofacker, & Goldsmith, 2011). In turn, this natural facilitation of engagement among users encourages the creation of content.

In the context of the 3 Cs, the term *create* refers to posting and sharing user-generated content (e.g., text, videos, photos) that reflect the user's beliefs, opinions, and preferences on

social media sites. The content may be generated by the user or may originate with other users to be shared among connected users. User-generated content can benefit other users who are connected through the same social media site. For example, the dialogue between connected users creates an outlet for sharing experiences and represents a resource for staying abreast of knowledge related to the social media content.

The last of the 3 Cs, *control*, refers to the perception by users that they can self-manage their privacy settings, freely connect with other users, and create content within the social media site. The conversation and reputation of each user is managed or controlled by the social media platform via profile settings, privacy options, and ratings (Hoffman & Novak, 2012). Since online experiences are under the control of the user and opinions can be expressed without censorship, social media sites are considered to provide a friendly environment for communication among consumers (Wang, Woo, Quek, Yang, & Liu, 2012). In addition, when consumers feel that they have some control over their online experience, they tend to be more comfortable with creating content (Karahasanović et al., 2009; Wang et al., 2012), which allows for increased opportunities to connect with one another.

For advocacy groups, the use of social media can strengthen outreach efforts, increase communication, and promote engagement (Obar, Zube, & Lampe, 2012). Similarly, social ventures use social media to increase public awareness and support for social causes. Social media sites offer social ventures a unique opportunity to connect with potential consumers, who in turn can connect with a network of consumers that share information about cause-related events and activities, thus leading to a general sense of camaraderie about the social cause and the venture. This interactivity allows social ventures to understand what consumers find attractive about the organization and provides an opportunity for open dialogue regarding the

social cause (Minton, Lee, Orth, Kim, & Kahle, 2012). Understanding variations in consumer social media usage with regard to creating content, connecting with other consumers, and controlling the online environment can help social ventures develop and implement efficient marketing strategies for their products and services in order to achieve the ultimate goal of supporting their chosen social cause.

2.3 Consumer Supporting Behaviors

Consumer supporting behaviors can take many forms. Examples include providing physical assets, such as money, material possessions, and resources, to an organization (e.g., donating clothing to Goodwill); purchasing products and services from an organization as part of the company's cause-related marketing strategy (e.g., buying a New Balance Heather short-sleeved shirt bundled with a donation to the Susan G. Komen foundation); and donating personal time and effort through volunteering to help an organization's cause (Bendapudi, Singh, & Bendapudi, 1996). When consumers choose to purchase products from a social venture rather than from other retailers, they are making a voluntary decision to benefit society. The altruistic impulse that drives consumers to make such decisions may also drive them to participate in other cause-related activities hosted by the social venture, such as volunteering or donating. Examples of such supporting behaviors include volunteering to help *Nika Water Company'*s fund-raising campaign by selling their products in street fairs and participating in *TOMS*' annual shoe-drop events.

Previous studies have shown that the intention to participate in a cause-related campaign is influenced by the importance of the cause (Lafferty, 1996), the cause involvement of the individual (Strahilevitz & Myers, 1998), and the proximity of the recipient organization (Grau & Folse, 2007). Recent findings from the 2013 Millennial Impact Report (The Case Foundation,

2013) indicate that many people, especially Millennials, are willing to connect with, get involved in, and give to social ventures when they feel passionate about the cause. For example, 49% of Millennials reported following between one and five organizations that include social causes as part of their mission statement on social media sites. Three-quarters of those surveyed stated that they had liked, retweeted, or shared posts, videos, or images on social media sites that promote causes they are passionate about. In addition, 47% of respondents had signed a petition or pledge, 45% had made a donation, and 40% were willing to share requests for help from supported causes with their own social networks. Given the impact of social ventures and social media sites on cause-related marketing, we examined four supporting behaviors in this study: cause participation intention, cause participation intention via social media sites, willingness to donate, and willingness to volunteer.

3. Method

3.1 Instrument and Sampling

Data for this study were collected using an online survey. With the assistance of a market research company, invitations were sent to a panel of consumers who are representative of the U.S. population. Only those who had experience with purchasing products or services from social ventures and were connected to the social venture through social media were qualified to participate. Several steps were taken to obtain responses from qualified individuals.

First, a screening question at the start of the survey asked respondents whether they had purchased products or services from a social venture and whether they were connected to the social venture through social media. Participants who answered “no” to either question were not

able to complete the survey. Based on this first step, 633 respondents were able to complete the survey.

Next, participants were asked to name at least one social venture that they supported and the social media site(s) used to connect with that social venture. If none of the named organizations were classified as social ventures, that response was excluded from the study. Classification as a social venture was based on three criteria: (1) the organization is still in existence, (2) its mission is to solve social problems, and (3) the organization uses commercial activities (i.e., sells products or services) to generate the financial resources required to accomplish its mission. Examples of organizations that fit the criteria for a social venture include *TOMS, Nika Water Company, Newman's Own, Blanket America,* and *Threads 4 Thought.* Similarly, responses were excluded from the study if none of the named sites qualified as a social media site. After this step, 324 of the 633 completed responses were retained for further screening. Finally, responses with clear patterns (e.g. all questions answered with the same response or a sequential pattern of consecutive numbers) were excluded from the study. Based on this step, 305 responses were retained for data analysis.

The final sample consisted of 53% female and 47% male respondents. The age of respondents ranged from 19 to 64 years with a mean of 31 years. In terms of ethnicity, 69% percent were Caucasian, 9% were African American, 10% were Latino/Hispanic, and 10% were Asian American/Pacific Islander. More than half (59.0 %) possessed a four-year college degree or higher level of education. The median annual household income range was $60,000 to $69,999.

3.2 Measures

The variables examined in this study are create, connect, and control (the 3 Cs); willingness to donate; willingness to volunteer; cause participation intention; and cause participation intention via social media. All measures were adapted from previous studies that employed Likert-type scales (1=*strongly disagree*; 7=*strongly disagree*), except for create and willingness to volunteer. Create was measured using four items from Karahasanović et al. (2009) with a seven-point frequency scale where 1 = *never* and 7 = *daily*. Connect was measured using eight items from Pagani, Hofacker, and Goldsmith (2011) and Kim, Shim, and Ahn (2011). Control was measured using a three-item scale from Wang, Woo, Quek, Yang, and Liu (2012). Willingness to donate was measured using a four-item scale from Merchant, Ford, and Sargeant (2010). Willingness to volunteer was measured using three items from White and Peloza (2009) with seven-point scales where 1 = *very unlikely* and 7 = *very likely*, 1 = *not inclined* and 7 = *very inclined*, and 1 = *not willing* and 7 = *very willing*, respectively. Cause participation intention and cause participation intention via social media sites were each measured using a three-item scale from Grau and Folse (2007); the latter was adapted to reflect the use of social media sites. A complete list of measurement items can be found in the Appendix.

4. Data Analysis and Results

All measurement items showed good inter-item reliability (Cronbach's alpha > .85). Two items for *connect* were removed because they were highly correlated with items that measured other factors. Confirmatory factor analysis was performed to examine reliability and validity. The measurement model yielded a good model fit (χ^2/df = 586.7/278, CFI = .957, NFI = .923, RMSEA = .06; according to Hair, Black, Babin, & Anderson, 2009). Examination of factor loadings, average variance extracted (AVE), and squared correlations supported the validity of

the measures. A complete list of factor loadings can be found in the Appendix. The AVE and correlation results are shown in Table 1.

<Table 1 about here>

4.1 Segmenting by the 3Cs

In order to segment consumers into homogeneous groups based on the 3 Cs (create, connect, and control), cluster analysis was performed according to the method suggested by Hair, Black, Babin, and Anderson (2009). Cluster analysis has been used previously by marketing scholars to identify marketplace segments (e.g., Kim, 2005; Oyedele & Minor, 2011). First, to determine a clustering solution, a hierarchical cluster analysis was performed using survey data for the 3 Cs. Distances between cases (i.e., consumers) were calculated according to the squared Euclidean distance measure. Using the elbow principle, the best clustering solution of four clusters was determined. The four clusters were assigned the following names: *social observers*, *active contributors*, *social connectors*, and *moderate contributors.* Next, discriminant analysis revealed that 99% of the cases were classified, providing additional support for the four-cluster solution. A Wilks' lambda value of .066 suggested significant differences among the four clusters explained by the model. Finally, cluster analysis using a *k*-means algorithm was conducted to determine the cluster centroids. The mean values of the 3 Cs for each cluster are shown in Table 2.

<Table 2 about here>

4.2Cluster profiles

The first cluster, social observers, consisted of 66 respondents (21.63% of the total sample). The mean score for the *control* variable was 5.53, indicating that this group of consumers feels that social venture social media sites are secure places where they can openly

express their opinions. However, the mean scores for create (2.25) and connect (2.87) suggest that members of this group do not actively post opinions, share information, or connect with other consumers. Instead, the scores suggest that members of this group feel more comfortable with passive participation on social ventures' social media sites. In addition, the mean scores for create and connect were significantly lower for this group than for the other three clusters.

The second cluster, active contributors, consisted of 89 respondents (29.18% of the total sample). This group is characterized by high mean scores for all 3 Cs: 5.90, 5.47, and 6.27 for create, connect, and control, respectively. The results suggest that active contributors use social media to meet new friends and stay connected with friends and that they often contribute to social ventures' social media sites by creating or posting text or photos. In addition, the results suggest that active contributors believe these social media sites provide a friendly environment for meeting people and for the free expression of opinions.

The third cluster, social connectors, is the largest of the four groups, consisting of 114 respondents (37.37% of the total sample). Similar to social observers, social connectors had a high mean score for control (6.27). They also had a high mean score for connect (5.47), but a low mean score for create (3.12). This suggests that members of this group enjoy keeping in touch with friends and getting to know new friends on social media sites, but do not actively post photos, share links, or express their opinions.

The fourth cluster, moderate contributors, consisted of 36 respondents (11.80% of the total sample). This group of consumers had similar scores for all 3 Cs, but the scores were lower than those of the other three groups. The mean scores for create, connect, and control were 4.02, 4.09, and 4.69, respectively. The results suggest that moderate contributors tend to stay connected and contribute to social media sites using text, photos, and links to a moderate extent

and that they believe they can express themselves somewhat freely on the social media sites. Figure 1 provides a graphical representation of the mean scores for the 3 Cs (create, connect, and control) for all four cluster groups.

<Figure 1 about here>

To further illustrate the social media habits of the four consumer groups identified by the clusters, we ran a descriptive analysis of survey data showing frequency of social media site visits and social media skill level. The results are shown in Figures 2 and 3, respectively. Respondents across the four clusters had similar social media habits. Most respondents reported visiting social media sites several times a day. Frequencies ranged from 61.11% for moderate contributors to 70.45% for active contributors. On the other hand, 2.78% of moderate contributors reported using social media less than once a month, whereas no respondents from the other three groups reported such low usage.

<Figure 2 about here>

Self-reported skill levels for using social media varied somewhat among the four groups. The majority of social observers, active contributors, and social connectors considered themselves to be very skilled at using social media, with frequencies ranging from 56.14% for social connectors to 62.12% for social observers. On the other hand, only 36.12% of moderate contributors rated themselves as very skilled, while 50.00% rated themselves as skilled. In addition, more moderate contributors rated themselves as unskilled (5.56%) or very unskilled (8.33%) at using social media, compared to the other three groups.

<Figure 3 about here>

4.3 Ad-hoc analysis

An ad-hoc analysis was performed to evaluate the distinctiveness of the clusters in terms of four supporting behaviors: willingness to volunteer, willingness to donate, cause participation intention, and cause participation intention via social media. Although few social ventures have active volunteer programs or donation drives, the inclusion of willingness to volunteer and willingness to donate in the ad-hoc analysis may present social ventures with new avenues for reaching their goals of supporting a cause.

Table 3 shows the mean values for supporting behavior in each cluster. The results of the discriminant analysis revealed significant differences across the clusters. Examining differences in supporting behaviors across the clusters is not only important for validating the distinctiveness among the groups, but also necessary for identifying the practical and academic implications of the results.

<Table 3 about here>

The results show that social observers and moderate contributors had similar mean scores for willingness to volunteer (5.10 and 4.81, respectively), willingness to donate (5.10 and 4.81, respectively), and cause participation intention via social media sites (4.82 and 4.72, respectively). However, social observers, who perceive more control over the social media environment (as suggested by higher mean scores for control), had higher mean scores for social cause participation intention than moderate contributors (5.61 vs. 4.83, respectively).

In addition, while active contributors and social connectors do not show significant differences in the supporting behaviors, they both have high mean scores of willingness to volunteer (5.95 and 5.73, respectively), willingness to donate (6.11 and 6.21, respectively), cause participation intention via social media (6.09 and 6.01, respectively), and intention to participate

in the causes initiated by the social ventures (6.16 and 6.13, respectively). Although active contributors and social connectors did not show significant differences in supporting behaviors, both clusters demonstrated significantly higher willingness and intention to support the social ventures when compared to social observers and moderate contributors.

5. Discussion and Implications

The purpose of this study was twofold: (1) to identify segments of social venture consumers based on social media usage and (2) to examine differences between segments in terms of consumer supporting behaviors. The findings of this study suggest that consumers of social ventures are not homogenous in their use of social media sites and can be grouped into four distinctive segments based on the 3 Cs: *connecting* to social ventures' social media sites, *creating* various forms of content, and perceptions of *control* over the user experience in social media environments.

The four consumer segments identified in this study are *social observers*, *active contributors*, *social connectors*, and *moderate contributors*. The results suggest that social observers are not interested in connecting with other users and do not actively contribute to social ventures' social media sites, despite their high level of comfort with using social media sites. Based on these findings we suggest that social observers are social media introverts, who shy away from group association and peer group activities. Compared to social observers, moderate contributors have a slightly greater tendency to contribute content to social media sites, and they are more socially oriented. In addition, moderate contributors are more likely to perceive social media sites as providing a safe and friendly environment where they can interact with others and contribute to the site. Active contributors were characterized by a higher tendency to connect with others and to make active contributions to social media sites by

creating and uploading content such as text, photos, images, and videos. These findings suggest that active contributors are more receptive to and participate more with social ventures compared to social observers and moderate contributors. Based on our findings, we suggest active contributors are social media extroverts who enjoy - social interactions and strive to maintain ongoing interpersonal relationships with social ventures through content creation and social connections with other consumers. The fourth consumer segment identified in this study, social connectors, had high scores for connectedness, reflecting a high level of connection with other users through social ventures' social media sites. However, compared to active contributors, social connectors are less likely to express themselves on social media, as indicated by lower scores for content contribution to social media sites (i.e., the *create* dimension).

Differences in consumer supporting behaviors among the four segments of participants identified in this study were also examined. With regard to volunteering and donating, no differences were found between social observers and moderate contributors or between active contributors and social connectors. However, the latter two groups (active contributors and social connectors) showed greater willingness to volunteer and donate than the former two groups (social observers and moderate contributors). The same result was found for cause participation intention via social media sites: scores for active contributors and social connectors were not significantly different, but were higher than the scores for social observers and moderate contributors (which were also not significantly different). In terms of cause participation intention, active contributors were not significantly different from social connectors, but the two segments were higher than social observers and moderate contributors. Moderate contributors were least likely to respond to the social venture's cause-related campaign.

The findings of this study have several implications for the management of social venture. First, the results provide social venture marketers and managers with a mechanism to clearly identify different segments of consumers by categorizing them according to social media usage. The results show that social venture consumers can be meaningfully grouped into four distinct segments based on social media usage that also differ in terms of consumer supporting behaviors. Marketers and managers are advised to design their marketing strategies around the unique characteristics of these four groups in order to enhance the efficiency of their marketing communications. For example, a successful social media campaign geared towards active contributors may require the creation of an integrated, multi-tiered social media platform allowing more opportunities for self-creation, which helps organizations gain mass visibility. Importantly, while the four segments showed distinctions in terms of scores for the 3 Cs (create, connect, and control), respondents across the four segments had similar social media site visit frequencies and self-reported social media skill levels. Instead of targeting consumer groups that are social-media savvy, organizations and researchers should consider social media site usage for more meaningful segmentation.

Second, the findings of this study speak to the importance of commercializing social-cause marketing. Just as *TOMS' Community* successfully involves student and communities in raising awareness for their primary causes, incorporating donation and volunteer programs as part of a social venture's marketing strategy may help them reach a broader customer base that would not otherwise be considered as potential consumers.

Third, the findings suggest that social ventures should use their social media sites to maintain lasting relationships with consumers who support their social cause. For example, a social venture could develop a *Google+* community to initiate direct communication between the

organization and its consumers and among supporting consumers. This type of strategy allows social ventures to respond immediately to questions and suggestions from consumers, but more significantly, it enables social ventures to put active consumers to work by getting them to post, like, and retweet cause-related messages to their own social networks.

Finally, the findings of this study suggest that engaging consumers through the dimensions of connect and control is an important marketing strategy. Social ventures must create an online environment where consumers feel comfortable and where a sense of community motivates them to stay in touch with others who are interested in the same social causes.

This study is not without limitations, which open up a meaningful direction for future study. This study focused on the 3 Cs of consumer social media site usage – create, connect, and control – rather than comparing consumer behaviors across different social media platforms. While consumer behaviors may differ from one social media platform to another (e.g., actively posting updates on *Twitter* while remaining quiet on *Facebook*), not all social media platforms are used equally by all social ventures. The possibility existed that certain social media platforms would be under-represented by the social ventures included in our study sample, which could bias the results of analyses based on specific social media sites. However, given that different social media sites emphasize different aspects of consumer interaction (e.g., *Instagram* is a visual experience, *Twitter* has rapid response times), future studies may consider examining individual behaviors associated with specific social media platforms, particularly the most popular ones, as a basis for segmenting consumers.

Acknowledgement

All authors contributed equally to this study.

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Table 1. Correlations between variables

		1	2	3	4	5	6	7
1.	Create	.776						
2.	Connect	.507**	.713					
3.	Control	.172**	.398**	.662				
4.	Volunteer	.222**	.372**	.450**	.804			
5.	Donate	.186**	.406**	.476**	.683**	.833		
6.	Cause Participation Intention via social media sites	.263**	.501**	.615**	.614**	.711**	.913	
7.	Cause Participation Intention	.135*	.348**	.661**	.712**	.650**	.683**	.959
	Mean	3.852	4.896	5.922	5.546	5.775	5.624	5.872
	Std. Dev.	1.565	1.478	.913	1.231	1.328	1.202	.992
	Cronbach's alpha	.930	.937	.850	.923	.951	.868	.856

Note: Numbers on the diagonal indicate the AVE of the variable. Numbers below the diagonal indicate the correlations.
* $p < .05$ ** $p < .01$

Table 2. Results of cluster analysis: Final mean scores of 3Cs and supporting behaviors (N=305)

		Cluster					
	Overall Mean	1.Social observers (n=66)	2.Active contributors (n=89)	3.Social connectors (n=114)	4.Moderate contributors (n=36)	F-test	Pairwise comparison[a]
Create	3.85	2.25	5.90	3.12	4.02	431.91*	1 vs. 2, 3, 4
							2 vs. 1, 3, 4
							3 vs. 1, 2, 4
							4 vs. 1, 2, 3
Connect	4.90	2.87	5.99	5.47	4.09	195.50*	1 vs. 2, 3, 4
							2 vs. 1, 3, 4
							3 vs. 1, 2, 4
							4 vs. 1, 2, 3
Control	5.92	5.53	6.26	6.27	4.69	54.06*	1 vs. 2, 3, 4
							2 vs. 1, 4
							3 vs. 1, 4
							4 vs. 1, 2, 3

* $p < 0.00$

[a]Pairwise comparisons of mean values that were significant at the .05 level

Table 3. Results of ad-hoc discriminant analysis: Final mean scores of supporting behaviors (N=305)

		Cluster					
	Overall Mean	1.Social observers (n=66)	2.Active contributors (n=89)	3.Social connectors (n=114)	4.Moderate contributors (n=36)	F-test	Pairwise comparison[a]
Willingness to Volunteer	5.55	5.10	5.95	5.73	4.81	12.38*	1 vs. 2, 3 2 vs. 1, 4 3 vs. 1, 4 4 vs. 2, 3
Willingness to Donate	5.78	5.10	6.11	6.21	4.81	21.49*	1 vs. 2, 3 2 vs.1, 4 3 vs.1, 4 4 vs. 2, 3
Cause Participation Intention via social media site	5.62	4.82	6.09	6.01	4.72	32.58*	1 vs. 2, 3 2 vs. 1, 4 3 vs. 1, 4 4 vs. 2, 3
Cause Participation Intention	5.87	5.61	6.16	6.13	4.83	24.34*	1 vs. 2, 3, 4 2 vs. 1, 4 3 vs. 1, 4 4 vs. 1, 2, 3

* $p < 0.00$

[a]Pairwise comparisons of mean values that were significant at the .05 level

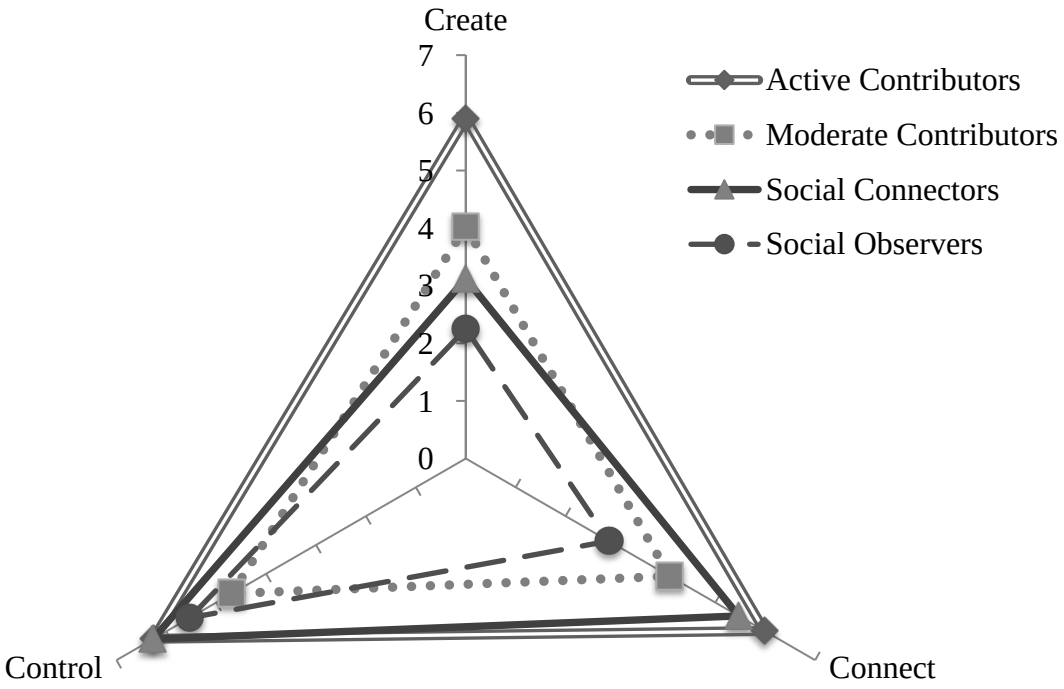

Figure 1. Clusters of consumers by 3Cs

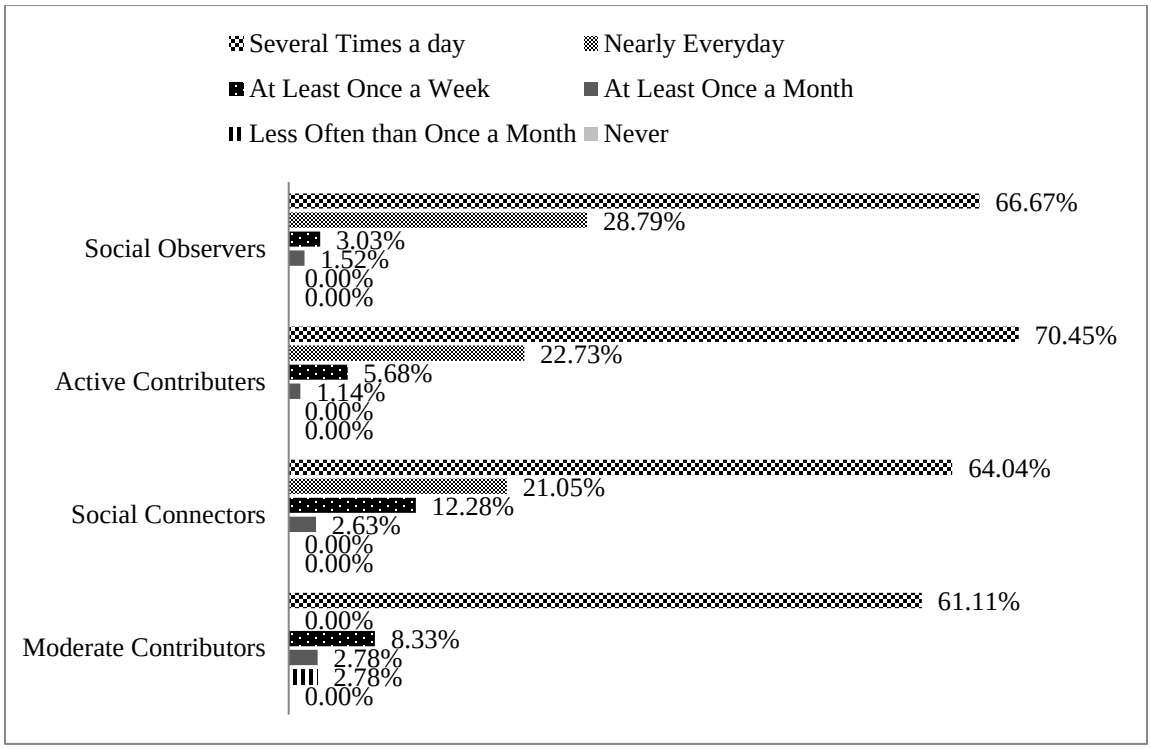

Figure 2. Frequency of visiting social media sites across clusters

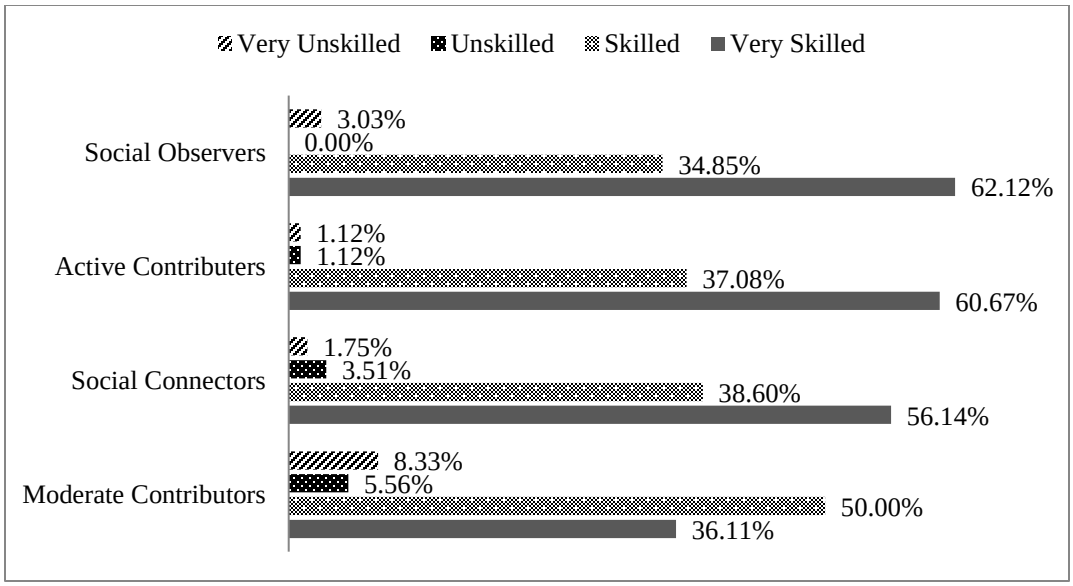

Figure 3. Social media skill level across clusters

Appendix

Measurement items	
Connect	Standardized factor loading
I participate in the social media sites of *X* to share information*	-
I participate in the social media sites of *X* to meet new people	.863
I participate in the social media sites of *X* to talk to other people	.896
I participate in the social media sites of *X* to talk about my hobby and personal interests.	.889
I participate in the social media sites of *X* to post/upload videos and photos*	-
I participate in the social media sites of *X* to get the latest news on the lives of friends.	.749
I participate in the social media sites of *X* to share the information with friends	.774
I participate in the social media sites of *X* for friendship	.884
Create	
I contribute to *X's* social media sites with text	.740
I contribute to *X's* social media sites with photos	.867
I contribute to *X's* social media sites with audio/music	.947
I contribute to *X's* social media sites with films/video	.953
Control	
The social media site(s)of *X is* a safe environment for sharing ideas and resources	.786
The social media site(s) of *X* provides a friendly environment for social interaction with peers.	.854
The social media site(s) of *X* allows me to make contribution freely at my convenience.	.799
Willingness to donate	
I am likely to donate to *X* in the future.	.939
I will donate *X* the next time.	.905
I will definitely donate to *X* in the future.	.931
I will recommend *X* to others for donation	.874
Willingness to volunteer	
How likely would you be to volunteer with *X*?	.903
How inclined are you to volunteer with *X*?	.856
How willing are you to volunteer with *X*?	.929
Cause participation intention via social media sites	
I would be willing to participate in *X* sponsored activities by interacting on the social media site(s).	.861
I would consider making a donation via *X* social media site in order to provide financial help.	.796
I would contribute to *X* by sharing links, comments, or photos from the social media site with my friend.	.844
Cause participation intention	
I would be willing to participate in activities sponsored by *X*.	.888
I would consider purchasing products or services in order to provide financial help to *X*.	.685
I would be willing to participate in activities sponsored by *X*.	.885

*item removed from the data analysis.
All the factor loadings are significant at .01 level.

X refers to the company/organization to which the respondents in the sample were listed as a social enterprise they are supporting