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Facebook – Taking W Group Education  
Foundation as an Example

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# Social Media Marketing Practice through Facebook – Taking W Group Education Foundation as an Example

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## ABSTRACT

“Taking from society and returning to it” has become an ingrained concept. That is why the businesses pay an increasing attention to social responsibility in recent years. W Group, a company known for its multiple beverages, is no exception. In 2006, it established “W Group Education Foundation” to help organize public welfare activities regarding culture and education, which promotes social education and lifelong learning. Most employees of W Group Education Foundation are professional social worker. They plan activities with limited resources and promote digital marketing with the Facebook fan page. Due to limited resources, the characteristics of the current fans on the page and the organizational culture, it happens sometimes that the fans favorably support its promotional activities but they do not actively participate in them. Therefore, this study proposes a framework from the perspectives of social marketing, the running of a community platform, and customer relationship management, hoping to increase interactions and strengthen the adherence with the fans and to attract more fans to join the activities. The strategies include activity countdown in words and images, publishing event articles and reports, sharing event pictures, news feeds of holiday and daily care, and Q & A interaction. The strategies having been implemented, the number of page visitors, page reach, and post interactions increases significantly on the Facebook fan page. At last, this study puts forward some suggestions for the management of the Facebook fan page in hopes of benefiting the foundations and similar non-profit organizations when they conduct promotional activities.

## CCS Concepts

• Applied Computing • Social and Professional Computing Methodologies

## Keywords

Community management; Internet marketing; Social marketing; Customer relationship management; Insight report

## 1. INTRODUCTION

### 1.1 Background and Motivation for Research

Businesses often adopt marketing channels based on their marketing purposes when running brands and promoting products. For instance, businesses adopt intensive marketing exposure with mass media to raise their visibility while they promote interaction

with customers on a community platform to improve the loyal customer’ s stickiness. Non-profit organizations often choose social media platforms as a tool to improve marketing and increase interaction with targeted customers when they promote their concepts and activities and conduct a social marketing campaign. That is because the organizations often have limited resources and their customers have a similar central thinking.

W Group is a household name in Taiwan. Its subsidiary companies vend several well-known beverages, including refreshment beverages, tea drinks, and cold syrups. Based in Kaohsiung for over 40 years, W Group has already built a deep bond with local workers. To assume its social responsibility, W Group decided to give part of its profits back to the customers in its birthplace Kaohsiung and Ping-Tung Areas in Taiwan. Therefore, it established W Group Education Foundation. Most employees of the Foundation are professional social workers who have a burning passion for the public welfare. That is why they often organize various activities, such as delivering lectures, awarding scholarships and grants, leading camps and volunteering. They often promote these activities on social media platforms. Even though there are multiple platforms for the Foundation to choose, it mainly uses Facebook to keep in touch with fans. They publish the information of forthcoming activities on Facebook and open online event registration to the public.

Despite the popularity of the Group, the foundation has not attracted much publicity and exposure. Moreover, its organizational culture is relatively conservative; it keeps a low profile and does not hype the activities. It plans the activities based on the real benefits that it can give the targeted customers and values the quality of the activities rather than the number. That is why sometimes its activities are supported online but there are not many participants. If the Foundation publicizes activities by way of the social marketing like many others nowadays, more people who are interested in the activities will get the information and take part in them. This is what the Foundation needs to do in the near future when they promote the activities.

### 1.2 Research Purpose

Businesses often adopt the following marketing strategies for the sake of operational sustainability. They get new customers to increase market share, or they maintain a good relationship with the existing customers to enhance their brand loyalty so that the brand loyalty will be transformed into purchase power. Getting new customers costs five to ten times as much as the maintenance

of existing customers [7]. An in-depth understanding of the customers and a solid friendly relationship with them will enable businesses to establish a marketing network, which will lay a solid foundation for its future marketing.

There are not many members of the Foundation on the Facebook fan page, but they are of high loyalty and adherence to the Foundation. They pay attention to the activities held by the Foundation and realize timely participation.

Based on the aforesaid, this study means to discuss the management of the Foundation fans in terms of social marketing, community operation, and the CRM. It is hoped to better understand the needs of the fans through the management of the platform Facebook. In this way, the Foundation will plan customer-oriented activities and close the distance between the Foundation and its customers so that it will realize a higher level of participation.

## **2. LITERATURE REVIEW**

### **2.1 Social Marketing**

Foundations are a non-profit organization. They run for the sake of social welfare or group interest. Therefore, the measures of their performances are often invisible. That is why the foundations need to invest more into its management. W Group Educational Foundation was established to promote social education and lifelong learning by organizing public welfare, cultural and educational activities. In this way, the activities are held to influence the social atmosphere, enhance corporate competitiveness, and formulate its own marketing strategies in the combination of its brand image. Through social marketing, the Foundation aims to achieve the following. First, it aims to develop a tangible, concrete and promising concept. Second, it aims to possess stable resources and have means to develop new ones. Third, it aims to cultivate a sense of organizational identification and belonging within the organization. Lastly, it means to master social trends and notice social phenomena.

Social marketing activities can be categorized into two based on the expected social changes that they will make, namely the social marketing that promotes cognitive changes and the social marketing which promotes value changes. In a pluralistic society, the best weapon to change the society is quietly changing the society by conducting activities through social marketing. Defined in the perspective of overall social interest, social marketing is thought to exert an impact on volunteers among the targeted persons by analyzing, planning, implementing, and evaluating the plans with the techniques of commerce marketing. The definition is given with the purpose of promoting the welfare of them and even the whole society's [2].

### **2.2 The Management of Social Media Platform**

A web community is a kind of social media platforms. The web community is placed in a virtual context in which people can interact with each other [11]. People often choose a web community based on their purpose, and the web community is a social platform that enables its users to share information and links within the community [12]. Pretty often, the users can share their interest, purposes, experiences, and moods within the community; they can establish their own platform in a virtual world through their interaction with others. The person-centered web community, the biggest feature of the community [10], extends the human relationship from the real world to the virtual one.

The community is introduced before the networking community. The development of the community can be discussed from its locality, social interaction, and the angle of connection. The locality refers to the community-based relationship between the people who live in the same region. Social interaction means the community-based relationship developed through interaction and communication among community members. The angle of connection means the linkage relationship established based on the same reasons among the community members, which enables the members to feel that they are part of the community and have a sense of belonging. This kind of community relationship already exists in the real world for a long time. After the Internet emerged and became popular, the online community came into being. Nowadays, the online community is often seen as an electronic space supported by information technology and it produces member-driven content based on the interactions and communications of the participants. In this way, the relationship between the members comes into being [9]. The relationship and interaction among the community members is transferred to the virtual world from the real one.

A brand community creates opportunities to reach those customers who can make a great contribution to the brand and keep in close touch with them to obtain valuable data through the channels like the Facebook fan pages or groups, corporate Bloggers, Twitter, and the brand certification of Microblog. In this way, the community can create the value between businesses and customers and exerts a positive impact on customers' loyalty to the brand [1].

Facebook is a well-known platform for the online community. Myriad enterprises use Facebook to conduct commercial activities, especially the fan page of Facebook. The fan page receives great attention not only because Facebook is a popular media tool in Taiwan, but also because the fan page is a popular marketing channel at the moment. Through the fan page, an enterprise can publicize its operation philosophy and commodity information. Therefore, Facebook serves many companies as a channel to voice their opinion.

Both of individuals and enterprises can create their own information on Facebook. Therefore, employees, colleagues, existing customers and potential ones can engage in social activities at the same place. In this case, an enterprise can adopt different ways of publicity on Facebook, including Facebook Groups, Facebook fan page, and live broadcast. This study chooses the Facebook fan page as the marketing platform because the major customers of the Foundation are labor workers who are relatively elder, which helps them convey the information of the Foundation to target consumers so that they can get the needed resources.

The Facebook fan page offers insight reports. It only provided the data for the total number, but now provides the person-based number through the functions of users who discuss on this and the total number of reached persons. Facebook Total Reach indicates the depth of interaction between Internet friends, including their clicks, likes, comments or shares. These data can help managers formulate marketing strategies for the community [8]. This change enables the businesses to pay great attention to the reach rate when marketing instead of the number of posts, the number of fans, the interaction between fans and the number of message forwards [3].

The number of post reach on the fan page is the basic number of fans. When the fans like or share the articles, pictures and

activities, their friends will also see them. In this way, the number of post reaches increases. The changes in the number of post reach at different time, in self-access reading, and in the paid promotion, and the impact of the likes and the posts on the reached persons can be observed to see whether they are conducive to sales [4]. Therefore, the fan page can be used to provide the brand information at news feed. It can, in turn, provide data for the users to modify their marketing methods in the future.

### 2.3 Customer Relationship Management

The CRM is a strategy that enterprises get to know consumers with resources, increase the value of customers, and maximize their benefits with all possible means and channels to interact with their customers [5]. [6] think that the CRM consists of three stages, namely, obtaining customers, enhancing the relations, and maintaining the relations. In the first stage, innovative and convenient products and services are used to attract customers; enterprises obtain customers by providing them with a high value. In the second stage, the enterprises pay much attention to the combination of the products so that their customers will get services of a high value with a relatively low cost. The enterprises strengthen the relationship with their customers by effectively utilizing cross selling and active selling, and hence create more benefits. In the last stage, the enterprises stick to the needs of the customers and dedicate themselves to developing innovative products and services. Through the establishment of the relationship with customers, the enterprises can effectively discern the needs of the customers and maintain the profitable customers by satisfying their needs.

## 3. METHODOLOGY

### 3.1 Research Object

With the philosophy of “help lovingly and serve sincerely”, the Foundation mainly serves the labor workers in Kaohsiung and Ping-Tung Areas, including the workers of W Group and their families, and the pupils and middle school students and their parents. The foundation aims to improve humanistic education, cultivate talents, alleviate poverty, and promote public activities, so as to accelerate social progress and promote well-being. To achieve the above-mentioned purposes, the Foundation plans activities according to the needs of different groups of beneficiaries. Therefore, the activities include Dream Class, My Vision for the Career, the Mind of Labor Workers, the recruitment of volunteers and volunteering, and lectures on parental education. This study researches into the marketing strategies in terms of Dream Class and My Vision for the Career.

#### 3.1.1 Dream Class

Lecturers are invited to share their experiences in their workplaces with audiences. Generally, it is thought that interest and work cannot coexist. Nonetheless, some of these lecturers share how they combine their interest with their work and hence realize their dreams. Some will share how they find the direction to their career planning when having fun. The topics of the lectures are very exciting.

#### 3.1.2 My Vision for the Career

Career is an important and challenging topic for students. Reading books about career planning is not a match of interacting personally with a person who shares experience. That is why the Foundation invites professional talents in different fields to share their work experiences. Also, they are invited to participate in

DIY activities with the participants of the lecture, such as Gardening for the Future and Hand-made Biscuits.

### 3.2 Data Collection and Analytical Method

The data were collected between July of 2017 and March of 2018. The marketing strategies were formulated, analyzed and modified through visits and interviews between the researchers and the Foundation members, and online communication and phone contact between the two.

Due to the conservative and robust organizational culture of the Foundation and a low profile of the Chairman of the Board, the Facebook fan page is chosen as the major marketing tool. Therefore, this study puts forward the revision for the marketing strategies in terms of the messages posted on Facebook, the interaction with the fans, the analysis of the insight reports provided by Facebook, the organizational climate and its business intention.

### 3.3 Research Framework

This study discusses the marketing strategies for the fan page from three dimensions, namely the concept and practice of social marketing, the management of social media platforms, and customer relationship management, as shown in Figure 1.

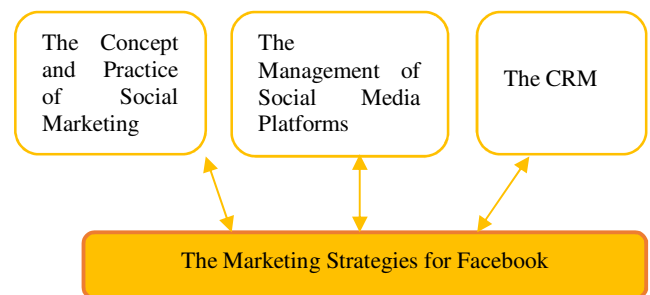


Figure 1. Research Framework

## 4. MARKETING STRATEGY

### 4.1. Formulation of Marketing Strategies

The Foundation used to post messages about the activities on the Facebook fan page without much interaction with fans. To improve the adherence, strengthen the centripetal force, and keep abreast of the latest developments, this study proposes some measures to increase interaction with the fans. In this way, it is hoped that the fans will pay close attention to the activities and actively participate in them. The measures include activity countdown in words and images, publishing event articles and reports, sharing event pictures, tweeting holiday and daily care, and Q & A interaction.

The insight reports indicate that the fans surf the Internet regularly. There are two peak periods during which the fans use Facebook, namely from 12:00 to 13:00 and from 20:00 to 21:00. Therefore, the Foundation is advised to post messages on Facebook during these two peak periods in hopes of producing a positive interaction.

#### 4.1.1 The Reminder of Activity Countdown in Words and Images

A few days before the activities of Dream Class and My Vision for the Career, the reminder in words and images are posted on Facebook. The density of the reminders is decided by the number of the applicants. The design of the reminders tends to be concise and the images related to the topic of the activities so that the fans will associate with the topic on seeing the reminders. Having checked or modified by the Foundation, the reminders are posted on Facebook during the peak periods.

Take Figure 2 as an example. The upper half of Figure 2 was the reminders designed by the researchers for two activities. The first reminder was posted three days before the lecture were delivered. The lecturer found his interest when he participated in musical activities of a club. Thus, he started his business and dedicated himself to musical instrument making. In this way, he had great fun in his work. During the lecture, he also explained how to find a career from the interest and shared how he realized his music dream.

The lower half of Figure 2 is the reminder posted five days before the activity. Because of the topic of the activity, there were not many applicants. Therefore, a high density of reminders was needed to increase the exposure of the activity. That is why the activity was reminded five days before it started. The lecturer of this activity was a patient with a rare disease. He was not defeated by the disease. Instead, he faced the disease bravely. He wrote blogs about his defeating paralysis, which were searched by many medical networks and through which he communicated with patients around the globe. Moreover, he obtained over 300 optoelectronic semiconductor patents and received myriad outstanding research awards. His life experience not only inspires the patients with rare diseases and their families to positively face adversity in life, but also clears misunderstandings about the rare disease so that they will no longer think the rare disease is incurable and they may give more attention and empathy to the patients.

In Figure 2, the upper half of the reminder provides information in images and words while the lower half was posted on Facebook after the event venue, time description, and the hashtag were added to it.



Figure 2. The Reminders of Activity Countdown in Words and Images

#### 4.1.2 Event Articles, Reports, and Pictures Sharing

Take the lecturer with the rare disease for instance. He was invited to share his entrepreneurial story in Dream Class. Therefore, we selected several related topics, such as rare diseases, entrepreneurship, the governmental resources that those with rare diseases can apply for when they start businesses. The related passages, images, pictures, auto data, and video data of the topics were all provided to the Foundation, as shown in Table 1.

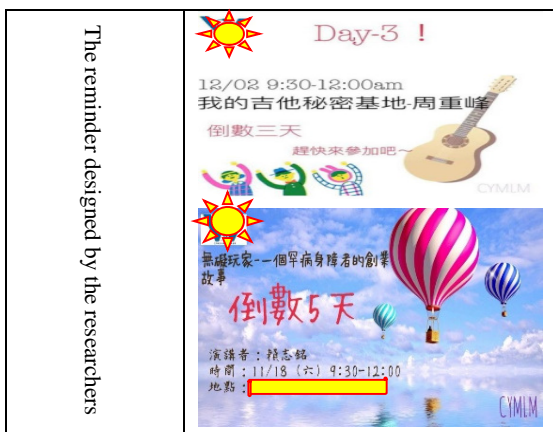
Table 1. Related Articles and Event Reports

The data provided to the Foundation for their reference	<ol style="list-style-type: none"> <li>(1) <a href="https://www.gvm.com.tw/article.html?id=24824">https://www.gvm.com.tw/article.html?id=24824</a> On entrepreneurship: The entrepreneurs should all be rule breakers!</li> <li>(2) <a href="http://www.epochtimes.com/b5/13/9/17/n3966194.htm">http://www.epochtimes.com/b5/13/9/17/n3966194.htm</a> The dreamer: the process of Zhi-Ming Lai building his dream. The news report: the paralyzed engineer inspires the later generation not to give up even in adversity</li> <li>(3) <a href="http://labor.kcg.gov.tw/Employment/CareerService/CareerService02.htm">http://labor.kcg.gov.tw/Employment/CareerService/CareerService02.htm</a> Loan interest subsidy for disabled entrepreneurs: The Municipal Bureau of Labor in Kaohsiung City</li> </ol>
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#### 4.1.3 Holiday and Daily Care

It is necessary to keep in touch with fans even in the period during which the Foundation does not hold activities. The fans are reminded of the weather variations and holidays. Here is an example.

*Tonight, there is the coolest Northeast wind. The lowest temperature is between 18°C and 20°C. Next week, there will be no strong cold air and it will get a bit warmer after the cold spell. Next Monday (the 6<sup>th</sup> of the month), it will get a bit warmer across Taiwan. I am Editor # Hsiao-Hui who reminds you not to get a cold.*



#### 4.1.4 Q & A Interaction

When nobody asks questions or there is only little interaction, the board manager can ask and answer the questions all by himself so that the fan page will not be too quiet. Here is another example.

*Hello, guys. I am Editor # Hsiao-Shang-Shang. On Nov. 18, Mr. Chih-Ming Lai, a patient with a rare disease, will deliver a speech. Mr. Chih-Ming Lai suffers from multiple sclerosis. Do you guys know what multiple sclerosis is? OAO. As a matter of fact, multiple sclerosis is related to a myelin sheath damage, which often occurs in the brain or the white matter of the spinal cord...*

#### 4.2 The Difference Before and After Marketing

Most messages posted by the Foundation were registration information and the Foundation rarely interacted with fans. After the concepts of social marketing, the management of social media platforms and CRM were introduced and adopted, the Foundation succeeded in activating the fan page by sharing good articles and interacting with fans. Take the lecture of the patient with a rare disease for instance. The insight reports from Facebook, as shown in Figure 3 and 4, show that the strategies are effective, for the fans reached and the number of interactions both significantly rise after more images, audio data, and video data were posted on Facebook.



Figure 3. The post reach before and after the launch of the strategies

Compare before/after of sharing the event articles, the numbers of reaches and interactions are increasing.



Figure 4. The post reach and interactions increase after sharing good articles

#### 4.3 The Feedback of the Foundation and The lecturers

Figure 5 is part of the communication record between the researchers and the Foundation members, which indicates that the Foundation recognizes the effects of the marketing strategies.



Figure 5. The Feedback of the Foundation Members

In addition to the positive feedback from the Foundation, the invited lecturers also gave positive feedbacks, claiming that they like our design, as shown in the red frame in Figure 5.

#### 5. CONCLUSION

The members of the Foundation in this study, a non-profit organization, are professional social workers. That is why they are capable of planning various activities for different groups of target customers. However, their background and the conservative organizational culture prohibit them from effectively promoting their activities; they only paid attention to the products that they would provide, such as courses and activities, and ignored the multiple choices that target audience had in the era of information deluge. It is necessary to introduce the CRM into the management of social media platform.

The Foundation was all set to only post messages about activities on Facebook and spent little time managing the fan page. This study proposed some marketing strategies, including the activity countdown in words and images, publishing event articles and reports, sharing event pictures, tweeting holiday and daily care, and Q & A interaction. If the community members feel the concern of the Foundation, and the posts designed based on their needs can lead to interaction, such as the functions of likes, shares, and comments, the centripetal force and adherence of the community members will be strengthened. When the Foundation holds activities, it is necessary for the potential participants to know the significance of the topic to them so that they will be motivated to participate in the activities. In this way, they may even share the information with their friends who are not the fans but may be interested in the activities. When the activity is approaching, a high density of reminders increases the exposure of the activities, which will improve the participation rate and the effects of community management. In addition, the data from the insight reports provided by Facebook facilitate knowing the best time of posting messages, the possible kinds of information that resonate with the fans. These data can be used as reference when the topics of similar activities are to be selected.

Nowadays, the technology changes with each passing day. There are many popular social media, such as Instagram, Line@, Google+, Twitter, and WeChat. Against this background, myriad enterprises get to know the needs of their target audience by analyzing big data, and keep in close contact with their customers by way of live broadcast, audio and videos. The enterprises get to different groups of target customers with different social media and ways of interaction. Similar non-profit organizations can establish, strengthen, and maintain the relations with different groups of target customers based on the experience of managing the fan page. In this way, they can spread and implement their organizational mission.

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