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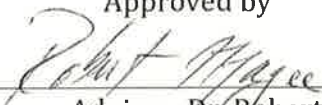
THE SOCIAL WEB: LEVERAGING SOCIAL CAPITAL TO MAXIMIZE RELATIONSHIPS AND
MINIMIZE CHURN IN THE TELECOMMUNICATIONS INDUSTRY

by
Kristen Ellis


A thesis submitted to the faculty of The University of Mississippi in partial fulfillment of
the requirements of the Sally McDonnell Barksdale Honors College.

Oxford
May 2016

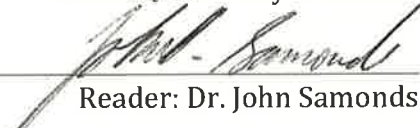
Approved by



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ABSTRACT

THE SOCIAL WEB: Leveraging Social Capital to Maximize Relationships and Minimize Churn in the Telecommunications Industry (Under the direction of Dr. Robert Magee and Dr. Tony Ammeter)

As innovation in technology continues to be a driving force in the telecommunications industry, companies are left struggling to provide services of equal caliber to maintain satisfaction and remain relevant in the eyes of consumers. Because of this, a common misunderstanding many companies have is thinking that the best way to retain or acquire new consumers is solely through innovation. While still very important, companies must also strive to better understand the needs of their customers with regard to the cultivation and maintenance of social capital. The purpose of this thesis was to examine how social capital is becoming a driving force for the telecommunications industry and determine the importance of social capital with regard to the relationship between wireless carriers and consumers in attempting to minimize churn. A sample of students at the University of Mississippi was surveyed and asked about their frequency of social network site (SNS) use on their smartphone, purpose of using SNSs, user satisfaction and likelihood to churn. The study found that higher satisfaction was associated with a lower likelihood to churn. It also found higher SNS use was associated with higher levels of social capital. Finally, the study found that higher levels of subclinical narcissism, while not significantly related to SNS use, have a significant relationship with higher levels of social capital.

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INTRODUCTION

Behind any logical decision-making process in choosing a wireless carrier is an emotional and psychological process that revolves around the significance of a consumer's social capital that is facilitated or tarnished by the services their carrier offers. Despite prior research, focused on logical decision-making, relational based decision-making, specifically regarding the telecommunications industry, has not been fully addressed to provide professionals in the industry with enough understanding of the consumers they are trying to appeal to. Therefore, more research is needed to identify the needs and desires of consumers with regard to their social capital goals and how that relates to smartphone use and SNSs. This, in turn, will afford marketers an opportunity to better understand their consumers and to better target them online.

LITERATURE REVIEW

In 2009, Nielsen conducted a study to acquire the most important factors in choosing a wireless carrier from a consumer's point of view compared to factors that were most important in 2006 (Entner, 2009). The purpose of this study was to see if the release of the Apple iPhone made a significant impact on the logical decision-making choices of consumers when choosing a carrier. Nielson found that in 2006, a time in which smartphone penetration had not yet seen a drastic rise, consumers felt the most important factors were price, network quality, and the reputation/recommendation of the carrier, whereas the importance of a family plan ranked fifth and owning a specific device ranked seventh. Three years later, consumers found that price, the option of a family plan, and having payment/plan options were the top three most important factors with network quality and the reputation/recommendation of the carrier taking fifth and sixth place respectively, all while owning a specific device remained at seventh.

This trend continued into 2011 in a study conducted by Oracle (Wireless Industry Insights, 2011) that found 71% of respondents across all age groups considered price and overall cost to be some of the most important factors in staying with a carrier. Among all age groups, 16% of them said they would likely churn, or switch, carriers if a competitor had better pricing. However, the study also found that younger consumers desire a variety of applications and multimedia content.

Nine percent of consumers ages 18 to 34 said, when choosing a mobile provider, they look to the availability of applications, multimedia, and content.

Fast-forwarding to present day, this type of innovation in communication continues to drive success in the top carriers within the United States. What started to become a matter of consideration to younger consumers in 2011 has now become a high priority. For carriers to minimize churn among their current consumers, they must be perceived as a company of innovation in order to increase brand loyalty and brand image (Malhotra & Malhotra, 2013). In fact, the importance of innovation is so high, that it creates a strong sense of value and builds loyalty to match, if not exceed, the importance of service quality. Innovation in this day and age must focus on social, communication, and data services for consumers in order to maintain a low churn rate, for this type of innovation allows consumers to network with friends and build social capital through the company (Malhotra & Malhotra, 2013).

This increased importance of innovation and networking to younger consumers has forced carriers to focus on ways to facilitate this desire for social interaction. This new focus has led to the increased competition of companies to provide better access to social networking sites (SNSs) for their consumers to remain competitive in their industry. In order to do so, companies must now shift the value in researching the logical choices of consumers (i.e. price, plan options, service fees) to a more relational based decision-making process (i.e. networking, social platforms, social capital). In doing so, consumers are able to better enjoy services provided by their carrier and have greater user satisfaction, which is vital in maintaining a strong B2C relationship. This trust leads to a less complex relationship between company and consumer and reduces

the likelihood of churn by strengthening the customer's commitment and can lead to higher customer satisfaction. Understanding why consumers today choose to remain with their current provider or churn can be used to develop strategies that will increase a company's likelihood of attracting higher volumes of consumers in the future and will facilitate the perception of the company as being the most consumer focused.

Social Capital. The concept of social capital began to gain relevance in the marketing and technology industries as online networks began to take form in the late 1990s. During that time, social capital was defined as "the sum of the actual and potential resources embedded within, and derived from the network of relationships possessed by an individual or social unit" (Nahapiet & Ghoshal, 1998, p. 243). In today's technologically driven world, social capital is still defined in very similar ways, but its evaluation and marketing implications, due to the introduction of SNSs, have changed greatly. The relationship between a business and its consumers has become increasingly important in maintaining and creating brand loyalty and reducing their likelihood to churn, or switch to another company. In doing so, researchers have found that this relationship must expand beyond the outdated role of consumers being simply the receivers of services provided by a business. In fact, due to technological advances and a stronger emphasis placed on SNSs in the business world, businesses must understand that the consumer is now a vital part of the services they provide. This vital role is facilitated through the ever-increasing value consumers place on social capital (Yongqiang, Yulin, Lim, & Straub, 2012).

Within social capital, three main categories are vital to the impact it has on

consumer behavior (Yongqiang, et al., 2012). First, structural capital focuses on who consumers interact with and how. It is the makeup of a platform including, how consumers use it, how frequently they interact with it, and the functions that are available that allow them to use it. Generally speaking, it is the pattern and way in which consumers engage with the platform. Second, cognitive capital revolves around intellectual capital gained through social interaction. It encompasses shared language, resources, and knowledge that the consumer deems valuable. Finally, relational capital is based on the personal interactions and value gained through the formation of relationships and information exchanged while connecting with others (Yongqiang, et al., 2012).

For many years, researchers thought that structural capital had a direct impact on social capital through user satisfaction. However, Yongqiang, et al., (2012) found that structural capital actually has an indirect impact on user satisfaction through cognitive and relational capital. They found that how users obtain knowledge and the structure in which they are able to share and gather this knowledge, while important, only generates user satisfaction if both cognitive and relational capital positively impact that satisfaction because of structural capital. Therefore, businesses must place more emphasis on the ways in which their services help facilitate the exchange of information and the ability of consumers to generate and access relationships that are created and maintained through SNSs.

Yongqiang, et al., (2012) provide a model (Figure 1) that illustrates this relation between structural, cognitive, and relational capital with regard to information

technology service delivery, which results in user satisfaction that is also impacted by service quality. However, in the wireless industry, it is also necessary to see the implications of having positive user satisfaction. Positive user satisfaction serves as a catalyst that results in further action made by the consumer to choose to either remain with their current carrier or churn to another carrier. Because having a wireless device has become a staple in everyday life, consumers are determined to choose a provider that fits their needs. Especially, if what they are receiving from their current provider does not meet their expectations. Due to this, the industry has a challenging task of keeping customers satisfied. Without positive customer satisfaction, churn is inevitable. Thus, churn must be added as another element in the model (Figure 2).

HYPOTHESIS 1 (H1). *The higher the level of user satisfaction, the lower the likelihood a consumer will churn.*

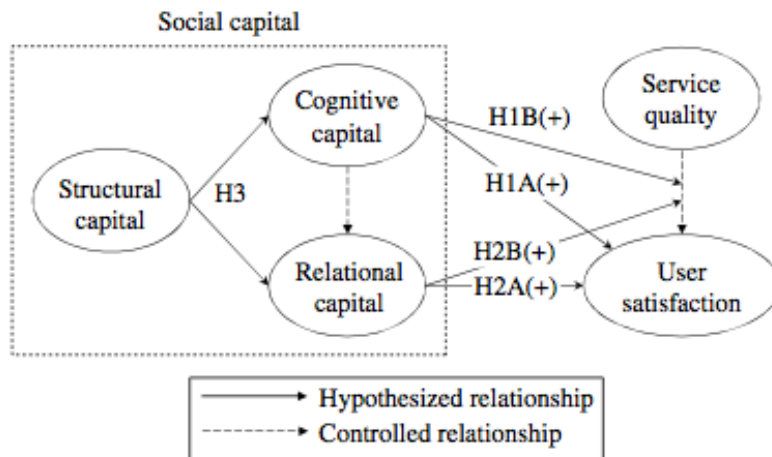


Figure 1 – Research Model (Yongqiang, et al., 2012)

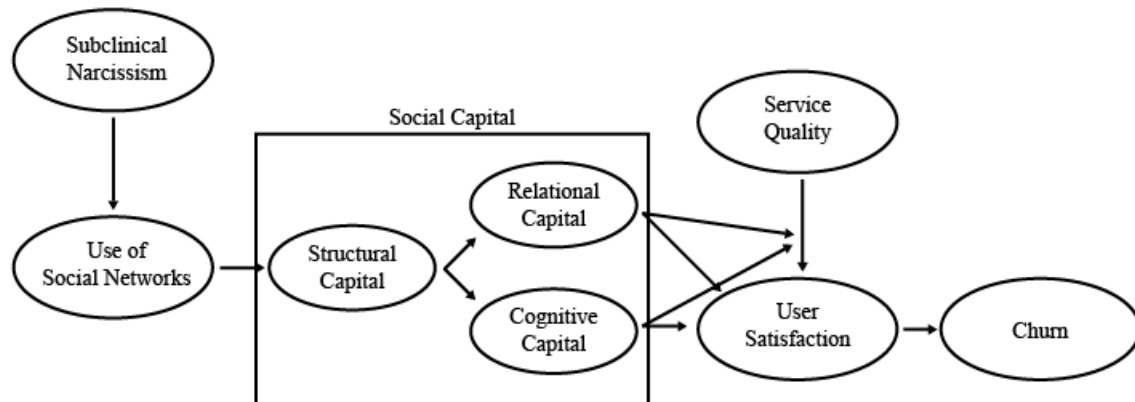


Figure 2 – Revised Research Model

Use of Social Networks. For the purposes of this study, “use of social networks” refers to any frequent activity on SNSs, including posting comments, photos, articles and any other content, in addition to viewing or sharing content, or generally using a social platform.

The use of SNSs is often the solution to one’s social capital needs. However, if a consumer is able to access SNSs in ways that are satisfactory to their needs, does the frequency in doing so play a role in the strength of one’s social capital? Undergraduate students’ frequent use of SNSs, specifically Facebook, is associated with distinct measures of social capital, including the informational benefits of a heterogeneous network of weak ties, and the emotional benefits from strong ties to close friends and family (Ellison, et al., 2007). Thus, one can hypothesize that a higher frequency of the use of SNSs will have a direct impact on a consumer’s social capital, and perhaps specifically on cognitive and relational capital individually.

HYPOTHESIS 2A (H2A). *The frequency in use of social networking sites predicts higher levels of cognitive capital.*

HYPOTHESIS 2B (H2B). *The frequency in use of social networking sites predicts higher levels of relational capital.*

Because SNSs, such as Facebook and Twitter, continue to gain in popularity, the importance of learning the reasoning behind why the sites are used so frequently is ever increasing. Unfortunately, researchers have found that the answer can be quite complicated. Depending on various social, economic, demographic and psychographic factors, a consumer's pattern of SNSs use can vary. However, it can be argued that SNSs allow consumers to identify with others who think like they do, have similar interests, and comprise their closest social group (Barker, 2012).

A 2010 study found that older users above age 50 have doubled in SNS presence since 2009 (Keeter & Taylor, 2009). In fact, not only are older users gaining in presence, but also the purpose of the use of SNSs among younger and older generations has been found to be very similar (Barker, 2012). However, the type of interactions older users make with others online compared to millennials is quite different. Millennials tend to "friend" other users who are similar in age, have similar ideals, and group affiliations. Baby-boomers and older tend to have a more diverse array of friends from different times and experiences in their lives. What sets these generations apart is the need to feel a part of something larger, to be considered as part of a group. Younger users place a higher value on peer group communication, social compensation, entertainment, and

ways of passing the time (Barker, 2012). This strong sense of belonging is one facet to relational capital. What can be concluded is that for Millennials, the sharing of knowledge and language (while still critical to social capital) is not as highly valued as relationship building compared to other generations on SNSs. Thus, further exploration into relational and cognitive capital is necessary to verify if relational capital is more impactful than cognitive capital, or if both are valued equally in the pursuit of gaining social capital.

Researchers found that a way to express the importance of relational capital over cognitive capital is the theory of “We-Intention.” The theory is defined as “commitment of an individual to engage in joint action and involves an implicit or explicit agreement between the participants to engage in that joint action” (Cheung, Chiu, & Lee, 2010, p. 1338). In a study, it was found that among university students who use Facebook, the most significant motives in using the platform are to build social capital through means of instant connection, communication with friends, a sense of belonging to a group, maintaining interpersonal interconnectivity, social enhancement, and entertainment, all of which support a strong value in relational capital. In comparison, to find the significance in purposive value, the study looked to consumers’ use of Facebook to satisfy certain needs. These needs were cognitively based and included the need to: get information, learn how to do things, provide others with information, contribute to a pool of information, generate ideas, negotiate or bargain, get someone to do something, solve problems, and make decisions. These purposive values were not significant in a user’s decision to use Facebook (Cheung, et al, 2010).

HYPOTHESIS 2C (H2C). *The frequency in use of social networking sites with the intention of belonging to a group yields to higher levels of cognitive capital.*

HYPOTHESIS 2D (H2D). *The frequency in use of social networking sites with the intention of belonging to a group yields to higher levels of relational capital.*

Subclinical Narcissism. By digging further, the question then becomes, what is the emotional driver behind this want to be included? Millennials have an increased sense of narcissism (Bergman, Fearington, Davenport, & Bergman, 2011). In fact, this narcissism is one of the root causes for the want to post pictures of themselves, share content to inform others, gain in the number of friends on SNSs like Facebook, and generally have a large presence in the social networking world. However, this same research found that narcissism does not contribute to the want for more face-to-face relationships. The American Psychiatric Association (APA) has found that narcissism is a trait that is considered normal and found in every person at certain levels. While very similar to narcissism, subclinical narcissism, however, is a characteristic that is found in a smaller portion of the population (Bergman, et al., 2011). The APA continues to say that what makes subclinical narcissism slightly different is that people with this trait tend to have a heightened sense of self or ego, feel they are more unique than others, and expect privileged treatment from others with the expectation of giving nothing in return. Millennials have this heightened sense of self and have managed to channel it into SNSs. By posting pictures, updating their status, and generally providing content for their peers to see and act on, the subclinical narcissistic need to frequently receive

attention and stand out in a group is catered to and widely accepted by others who participate on SNSs.

HYPOTHESIS 3 (H3). *Higher levels of subclinical narcissism are associated with higher levels of social network usage.*

METHOD

The process involved conducting a survey during the Spring semester of 2016. Its purpose was to gain psychographic information from respondents to better understand relational-based decision-making processes when choosing to stay with or leave a wireless provider. It also looked to determine the frequency consumers are using SNSs on their smartphones and the reasoning behind why they are using the sites.

Participants. Students from the University of Mississippi participated in the study. The Office of Institutional Research, Effectiveness and Planning provided a panel of 10 percent of the student population, regardless of their classification. The panel was then invited to participate in the survey. Of the 2000 invitations, 121 responded. A respondent who indicated that they were under the age of 18 was ($n = 1$) not allowed to complete the survey. In addition, a respondent who answered they did not have a smartphone ($n = 1$) was also excluded.

Materials. The survey included a total of 22 questions (Appendix A.1). There were 17 Likert scale questions, 3 single response questions, and 1 open ended question. All 17 Likert scale questions were measured on 7-point scales. A portion of the survey included scales that were pulled from previous studies related to SNSs use frequency

(Cheung, et al., 2010), group intention (Barker, 2012), and narcissism (Bergman et al., 2011).

Procedure. The survey was designed using Qualtrics Survey Software and submitted to the University Institutional Review Board for approval. Once approved, the Office of Institutional Research, Effectiveness, and Planning was contacted for access to a list of current students attending the University of Mississippi. Once the list was obtained and entered into a listserv on Qualtrics, all entries on the listserv were then contacted by email (Appendix A.2) with a survey invitation explaining that they were chosen to participate in the survey because they were a student at the University. They were also informed that their participation would be completely anonymous and their individual answers would be strictly confidential. The survey start and end dates were mentioned and a link to the survey was also included.

Once respondents opened the survey, they were again informed of why they were selected to participate, of the deadline to complete the survey, and also a brief description of the purpose of the survey.

This survey could also be saved and completed at a later date before the deadline or completed in one sitting.

After the deadline, the data was then exported from Qualtrics into JMP for analysis (Version 12.1.0, JMP, 2016).

RESULTS

HYPOTHESIS 1. Prior research has found that a consumer's user satisfaction is determined by the impact of social capital on the relationship between service quality and user satisfaction. However, especially in the telecommunications industry, it can be argued that knowing the outcome of positive or negative user satisfaction is just as important as knowing what determined that level of user satisfaction. Therefore, respondents were asked a series of questions to determine their satisfaction with their current provider, their likelihood to churn, and what specific services would lead them to churn if found unsatisfactory.

The first question of the series asked: "how likely would you be to recommend your current provider to a friend or colleague?" The scale endpoints were labeled "very unlikely" to "very likely." ($M = 4.62$, $SD = 1.43$). This indicates that while the majority of the respondents did not have strong urges to recommend or not recommend, on average the respondents were likely to recommend their current provider.

The second question in the series asked: "how likely are you to switch wireless providers in the near future?" The format of this question was also a 7-point Likert scale ranging from "very unlikely" to "very likely." Analysis of the 121 responses

($M = 2.74$, $SD = 1.72$), highlights that, on average, respondents did not indicate a strong likelihood to switch providers in the near future.

After running a bivariate analysis on the responses, it was concluded that the hypothesis was supported, $\beta = -.40$, $p < .0001$. What this indicates is that if a consumer's likelihood to recommend is at a higher level, they will have a lower likelihood of churning from their current provider. Likewise, if a consumer's likelihood to recommend is at a lower level, they will have a higher likelihood to churn.

While this may seem like a simple concept, it is imperative for marketers to use this knowledge to dig deeper into understanding which services determine their customers' user satisfaction and how critical the satisfaction of those services is to retain customers.

To better understand this, the third and fourth questions of the series asked: "thinking about your current mobile phone usage, how important are these services," and "how likely would you consider leaving your current provider if you felt these services were unsatisfactory?" The format of both questions was a 7-point Likert scale ranging from "not at all important" to "very important" and "very unlikely" to "very likely," respectively ($M = 5.46$, $SD = 1.39$; $M = 4.65$, $SD = 1.83$). The respondents were given a list of identical services to rate for each question. A bivariate analysis was then conducted on each matching service rating and the results were as follows.

- *Your plan's data limit:* There was a marginally significant relationship between the importance of a plan's data limit and the likelihood to churn if a plan's data limit was unsatisfactory, $\beta = -.19$, $p = .09$.

- *Speed of data:* There was no significant relationship between the importance of data speed and the likelihood to churn if data speed was unsatisfactory ($p = .62$).
- *I can access social networking sites anytime with my mobile device:* There was no significant relationship between the importance of accessing SNSs anytime and the likelihood to churn because that access was unsatisfactory ($p = .92$).
- *I can access social networking sites anywhere through my mobile device:* There was no significant relationship between the importance of accessing SNSs anywhere and the likelihood to churn because that access was unsatisfactory ($p = .37$).
- *I have the ability to post content on social networking sites because I have enough data:* There was no significant relationship between the importance of the ability to post content on social network sites due to data limit and the likelihood to churn because that ability was unsatisfactory ($p = .78$).
- *I have the ability to post content on social networking sites because I have enough data speed:* There was no significant relationship between the importance of the ability to post content on social network sites due to data speed and the likelihood to churn because that ability was unsatisfactory ($p = .37$).
- *I have the ability to stream videos on social networking sites because I have enough data:* There was no significant relationship between the importance of the ability to stream videos on social network sites due to data limit and the likelihood to churn because that ability was unsatisfactory ($p = .27$).
- *I have the ability to stream videos on social networking sites because I have enough data speed:* There was no significant relationship between the importance of the ability

to stream videos on social network sites due to data speed and the likelihood to churn because that ability was unsatisfactory ($p = .54$).

- *I have the ability to communicate with friends on social networking sites because I have enough data:* There was no significant relationship between the importance of the ability to communicate with friends on social network sites due to data limit and the likelihood to churn because that ability was unsatisfactory ($p = .88$).

- *I have the ability to communicate with friends on social networking sites because I have enough data speed:* There was no significant relationship between the importance of the ability to communicate with friends on social network sites due to data speed and the likelihood to churn because that ability was unsatisfactory ($p = .74$).

What these relationships show is that the relationship between the importance of these services and the likelihood that the customer will churn because of them, are not significant. This differs from the supported hypothesis because, in this instance, respondents were asked about specific services and their likelihood to churn if the services were unsatisfactory. The hypothesis asked, in general, how likely would they recommend their current provider and how likely would they churn. This indicates that, overall, the relationship was significant when asked generally about the likelihood to recommend or churn, but when presented specific services, no significance was found because the specific services listed were not services that the respondents felt were important enough to churn. Had the list of services been different, there may have been significance in the relationship. However, when looking at the questions individually and without their relationships, marketers should take note that, overall, the importance of these services and the likelihood of churning if the services were

unsatisfactory do have means that indicate the services are important and that customers are likely to churn (Table 1).

Table 1 – Means and Standard Deviations of Importance of Services and Likelihood to Churn If Unsatisfactory

Service	Importance		Likelihood to churn	
	Mean	SD	Mean	SD
Plan's data limit	5.41	1.76	4.98	1.92
Data speed	5.60	1.56	4.98	2.03
Access SNSs anytime	5.44	1.69	4.63	2.00
Access SNSs anywhere	5.60	1.67	4.34	2.08
Post content (data limit)	5.52	1.70	4.55	2.02
Post content (data speed)	5.26	1.92	4.56	2.10
Stream videos (data limit)	5.23	1.78	4.60	2.08
Stream videos (data speed)	5.70	1.56	4.63	2.05
Communicate with friends (data limit)	5.68	1.64	4.70	2.00
Communicate with friends (date speed)	5.32	1.67	4.62	2.02

HYPOTHESIS 2A. Many researchers have found that the use of SNSs can often lead to social capital benefits. However, the specific benefits that are received are highly debated. This hypothesis predicted how the frequency of SNS usage impacts cognitive capital to verify if the social capital benefits received by SNS usage were more informational in nature.

Respondents ($n = 81$) were asked, "Yesterday, on your mobile phone, how often did you use social networking sites to..." They were then provided a list of actions and rated those actions on a 7-point Likert scale ranging from "not at all" to "constantly." The

actions included: to... *get information, learn how to do things, provide others with information, contribute to a pool of information, generate ideas, negotiate or bargain, get someone to do something for me, solve problems, and make decisions.* The question's purpose was to identify specific social capital measures and the frequency of their use on SNSs. The mean of these items was computed and used to test the hypothesis ($M = 2.99, SD = 1.59$).

After running a bivariate analysis, it was concluded that the hypothesis is supported, $\beta = .46, p < .0001$. This indicates that higher frequencies in a consumer's use of SNSs predict higher levels of cognitive capital.

HYPOTHESIS 2B. This hypothesis predicted the frequency of SNS usage impacts relational capital to better understand if the social capital benefits received by SNS usage were more relation based.

Respondents ($n = 81$) were asked the same question, "Yesterday, on your mobile phone, how often did you use social networking sites to..." They were then provided a different list of actions and rated those actions on a 7-point Likert scale ranging from "not at all" to "constantly." The actions included: to... *learn about myself and others, gain insight into myself, have something to do with others, stay in touch, impress, feel important, be entertained, play, relax, and pass time away when bored.* The mean of these items was computed and used to test the hypothesis ($M = 3.63, SD = 1.41$).

After running a bivariate analysis, it was concluded that the hypothesis is supported, $\beta = .54, p < .0001$. This indicates that higher frequencies of a consumer's SNS use result in higher levels of relational capital. The higher coefficient (.54 vs. .46) also suggests

that consumers who frequently use SNSs gain in relational capital more so than cognitive capital, thus making social networking slightly more relation based than informational in nature.

HYPOTHESIS 2C. As mentioned in this study's literature review, an additional desire in the use of SNSs is the need to feel a part of a group. The previous hypotheses have determined that both cognitive capital and relational capital are increased based on the use of SNSs. However, this hypothesis predicted cognitive capital, specifically, is increased among consumers who have a sense of belonging.

Responses from Hypothesis 2A were used in a linear regression analysis along with respondents' ($n = 71$) answers to the question, "thinking of your primary social circle on social networking sites, please express your level of agreement with the following statements." They were then provided a different list of statements and rated those on a 7-point Likert scale ranging from "strongly disagree" to "strongly agree." The statements included: *I am glad to be a member of my social circle, I feel good about the social circle I belong to, others respect my social circle, others consider my social circle good, I participate in activities with my social circle, I often feel I am a useless member of my social circle, I often regret that I am a member of my social circle, I often feel my social circle is not worthwhile, and I feel I don't have much to offer my social circle.* The mean of these items was computed and used to test the hypothesis ($M = 5.45, SD = 1.12$).

A linear regression comprising SNS use, social group intention, and their interaction term as predictors of cognitive capital was conducted. It indicated that the use of SNSs is a significant positive predictor, $\beta = .41, p = .0002$. It also indicated that

social group intention was not a significant predictor, ($p = .31$). However, the interaction term was marginally significant, $\beta = -.21$, $p = .06$. A probe of the interaction revealed that among users with lower levels of social group intention, the frequency in use of SNSs predicts cognitive capital.

HYPOTHESIS 2D. In this analysis, responses from Hypothesis 2B and the same question in Hypothesis 2C were used. A linear regression comprising SNS use, social group intention, and their interaction term as predictors of relational capital was conducted. It indicated that the use of SNSs is a significant positive predictor, $\beta = .52$, $p < .0001$. It also indicated that social group intention was not a significant predictor, ($p = .08$). Further, their interaction was also not significant ($p = .19$).

This analysis suggests that while users of SNSs receive an increase in relational capital, their desire for social group intention is not related to their relational capital. In addition, there is no indication that users who frequently use SNSs for the purpose of social group intention gain in relational capital. What this could mean is that for SNS users, frequent use of the site is for the purpose of their own relational capital growth, such as gaining attention and popularity, and not to belong or blend into a group in order to gain relational capital.

HYPOTHESIS 3. It is no surprise that consumers spend a large amount of time on SNSs. It's also not a surprise that there is a heightened sense of narcissism in our youth. Therefore, this hypothesis predicted higher levels of subclinical narcissism are associated with higher levels of social network usage.

Respondents ($n = 64$) were asked, “how do you agree with the following statements?” They were then provided a list of statements and rated those statements on a 7-point Likert scale ranging from “strongly disagree” to “strongly agree.” The list included 20 narcissistic statements and 20 non-narcissistic statements and originated from the Narcissistic Personality Inventory (NPI), a test used to measure narcissism as a personality trait in social psychological research (Bergman et al., 2011). Some of these statements included: *I am a born leader, I wish I were more assertive, I prefer to blend in with the crowd, and I like to be the center of attention.*

After running a bivariate analysis of subclinical narcissism and SNS use, it was concluded that the relationship was not significant, $\beta = .20$, $p = .12$, and, therefore, the hypothesis was not supported. However, by running two additional bivariate analyses, it was found that there is a significant relationship between narcissism and using SNSs for relational capital, $\beta = .34$, $p = .0057$, and that there is a significant relationship between narcissism and using SNSs for cognitive capital, $\beta = .39$, $p = .0014$. It is likely that the reason why the hypothesis was not supported, and the following two bivariate analyses were, is because the hypothesis looked at general use of SNSs while the other two tests looked at specific actions. In other words, respondents’ general use of all SNSs did not have a significant relationship with their level of subclinical narcissism. However, respondents’ specific SNS use for purposes of cognitive and relational capital did have a significant relationship with their level of subclinical narcissism. Had the original hypothesis predicted the relationship between subclinical narcissism and specific social capital related uses, the hypothesis likely would have been supported.

DISCUSSION

It is not a foreign concept to marketers that a consumer's satisfaction is key to maintaining a relationship. However, marketers must not get too comfortable in assuming they know exactly why a consumer's satisfaction level is high or low without conducting the proper research. In this study, it was indicated that, individually, the importance of some services in relation to the likelihood of churning, if those services were unsatisfactory, was not significant. Because each service had a mean indicating an elevated level of importance, a possible takeaway from the results is that the importance of each service outweighed the decision to churn even if the service was unsatisfactory.

To better understand their consumer base, marketers should identify services that are important enough to consumers that they would churn if unsatisfied. Knowing this, marketers would be able to refocus efforts and resources to better those services to maximize relationships and brand loyalty, while at the same time minimizing the churn rate.

Looking specifically at the telecommunications industry, data speed and data limits are the top two services providers are competing on. However, because providers continue to compete over the same service offerings, there is a lack of differentiation in the industry. This is an instance in which it would be imperative for providers to reassess what drives their user satisfaction and how they could leverage that

information to differentiate themselves from competitors. Especially when multiple carriers are moving toward the removal of contracts, churn rates could easily skyrocket if consumers are not taken care of.

This study also looked to identify how consumers used SNSs and why. It was able to build upon prior research and further confirm that the frequency in use of social networks does yield to higher levels of both cognitive and relational capital. It also confirmed that relational capital does, in fact, have a slightly higher importance in this measure.

What does this mean for marketers? First and foremost, it highlights the importance of focusing on why consumers use SNSs on their smartphones instead of how. This is important for the telecommunications industry because far too often, companies are more focused on promoting services such as data speed and data limits than they are providing a better relationship with their customers. When accessing SNSs, data speed and data limits definitely play a large role in user satisfaction, but they are not great differentiators or reasons for a consumer to decide to stay with the company if the exact same services can be found elsewhere. Instead, providers should focus more on services that promote the facilitation of cognitive and relational capital. The easiest way to do this would be to personalize the interactions with consumers through the provider's SNS accounts. This could be done by creating chat forums on Facebook or a specific hashtag on Twitter where consumers know they can go to find others to interact with over matters important to them. Another way to facilitate cognitive and relational capital for consumers would be to incorporate and advertise plans that cater to consumers who use large amounts of data and need a lot of speed to

use SNSs on their smartphones. Even though the actual services are the same ones being promoted by other providers, the advertising used to promote the services could specifically target SNS users in a way that shows the company is the best way for them to have access to SNSs and thus build upon their cognitive and relational capital. Highlight how the company is the only one who understands the importance of SNS use and because of that, a plan with a larger data limit and faster speeds is available for those who need it. In doing so, it takes away the focus from the mundane conversation about the company and the same services every other provider offers and puts the focus on the consumers and highlights how the company is working for them by offering a more personalized service.

Because the remaining hypotheses were not found to be significant, further research and analysis into the more psychological aspects of the study (group intention and subclinical narcissism) could provide marketers with a better understanding of how to talk and interact with their consumers. If a consumer has a desire to be a part of a group, a better way to target them might be to offer plans that are group based or advertise in a way that makes them feel as though they are part of the bigger picture by being a customer. Likewise, if a consumer has a higher level of subclinical narcissism, the best way to offer plans or advertise could be to focus on the exclusivity or superiority of the brand and how becoming associated with the brand makes them better off than their peers who are with other providers.

The bottom line is that unless proper research is conducted to better understand user satisfaction and the reasons why consumers prefer certain services over others, marketers will continue to find themselves in a constant battle for the same market

share they've been fighting with other providers over for years. Knowing that SNS use is one of the top uses of smartphones today, marketers would do well to understand the reasoning behind that and how they can leverage that knowledge to offer services that are more personalized for their consumers in order to increase user satisfaction and minimize churn.

Limitations. There were a few limitations to this study. The first limitation was the initial panel that was contacted to participate in the study. The panel itself was not large enough to yield a large sample. Second, the timing of the survey deployment was not ideal. Due to scheduling conflicts, the survey was launched the first week students arrived back to campus from spring break. As classes were starting back up, it was likely not the best time to request that students participate in a study. Finally, as respondents took the survey, the number of respondents continued to diminish. What was initially a sample of 121 students at the beginning of the survey, ended up being a sample of 64 by the end. This limitation could have had a limiting factor on the final three hypotheses since the questions used to in the analysis of those hypotheses were toward the end of the survey and had fewer respondents than the others.

CONCLUSION

While the term social capital may seem foreign at first, it's a concept that marketers and scholars should be aware of. The structural, relational and cognitive components of social capital are the keys to success that any company should leverage. By first understanding consumers' user satisfaction and their reasons for using SNSs, companies can then begin to leverage the "how" and "why" of their SNS use and to target them in more efficient and relatable ways. By providing or increasing consumers' social capital through cognitive and relational means, telecommunications companies will find that their relationships with their consumers will be maximized and that in turn will minimize churn.


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APPENDIX

A1 – Amended Survey

 **THE UNIVERSITY OF MISSISSIPPI**

Thank you for participating in this survey!

You were selected to receive this invitation because you are a University of Mississippi student whose opinion is valued.

In this survey, you will be asked questions about your preferences and uses of social media **on your smartphone** through your current telecommunications provider. This survey should take less than 10 minutes.

Your survey responses will be anonymous and strictly confidential. Data from this research will be reported only in the aggregate and will not contain any identifying information. Your information will be coded and will remain confidential.

This study has been reviewed by The University of Mississippi's Institutional Review Board (IRB). If you have any questions, concerns, or reports regarding your rights as a participant of research, please contact the IRB at (662) 915-7482 or irb@olemiss.edu.

I have read and understand the above information. By completing the survey, I consent to participate in the study.

Thinking about the wireless mobile phone you use most often and consider as your primary mobile phone, which wireless service provider are you using?

- AT&T
- C Spire
- Sprint
- T-Mobile
- Verizon Wireless
- Other

How likely would you be to recommend your current provider to a friend or colleague?

Very unlikely Very likely

Likelihood to recommend

How likely are you to switch wireless providers in the near future?

Very unlikely Very likely

Likelihood to switch providers

Thinking about your current mobile phone usage, how important are these services?

	Not at all important						Very important
Your plan's data limit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speed of data [i.e. 3G/4G]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access social media <i>anytime</i> with my mobile device	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access social networking sites <i>anywhere</i> through my mobile device	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to post content on social media (data limit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to post content on social media (data speed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to stream videos on social media (data limit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to stream videos on social media (data speed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to communicate with friends on social media (data limit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to communicate with friends on social media (data speed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How likely would you consider leaving your current provider if you felt these services were unsatisfactory?

	Very unlikely						Very likely
Your plan's data limit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speed of data [i.e. 3G/4G]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access social media <i>anytime</i> with my mobile device	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access social networking sites <i>anywhere</i> through my mobile device	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to post content on social media (data limit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to post content on social media (data speed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to stream videos on social media (data limit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to stream videos on social media (data speed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to communicate with friends on social media (data limit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to communicate with friends on social media (data speed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Yesterday, how often did you engage with the following social media networks **on your mobile phone**?

	Not at all						Constantly
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LinkedIn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instagram	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Google+	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Yesterday, **on your mobile phone**, how often did you use social networking sites to...

	Not at all						Constantly
Get information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contribute to a pool of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn how to do things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide others with information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negotiate or bargain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get someone to do something for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solve problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generate ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Yesterday, **on your mobile phone**, how often did you use social networking sites to...

	Not at all						Constantly
Have something to do with others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relax	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feel important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gain insight into myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be entertained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pass time away when bored	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about myself and others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Play	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stay in touch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking of your primary social circle on social media, please express your level of agreement with the following statements.

	Strongly Disagree					Strongly Agree	
I feel I don't have much to offer my social circle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often regret that I am a member of my social circle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am glad to be a member of my social circle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I participate in activities with my social circle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often feel my social circle is not worthwhile	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others respect my social circle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others consider my social circle good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often feel I am a useless member of my social circle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel good about the social circle I belong to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you agree with the following statements?

	Strongly Disagree						Strongly Agree
I prefer to blend in with the crowd	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wish I were more assertive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a born leader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a natural talent for influencing people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't mind following orders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to be the center of attention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know that I am good because everybody keeps telling me so	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm not sure if I would make a good leader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am no better or worse than most people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will be a success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you agree with the following statements?

	Strongly Disagree						Strongly Agree
I like to do things for other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I rarely depend on anyone else to get things done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can read people like a book	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to have authority over other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I hope I am going to be successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will usually show off if I get the chance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am much like everybody else	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership is a quality that takes a long time to develop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compliments embarrass me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am assertive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you agree with the following statements?

	Strongly Disagree						Strongly Agree
I usually get the respect I deserve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think I am a special person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everybody likes to hear my stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am more capable than other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to be complimented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I just want to be reasonably happy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People are sometimes hard to understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wish somebody would someday write my biography.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being an authority doesn't mean that much to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It makes little difference to me whether I am a leader or not	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you agree with the following statements?

	Strongly Disagree						Strongly Agree
I can make anybody believe anything I want them to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am essentially a modest person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not too concerned about success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can usually talk my way out of anything.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not good at influencing people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I want to amount to something in the eyes of the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to start new fads and fashions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social networking sites reward me knowledgeably and emotionally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to accept the consequences of my behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The thought of ruling the world frightens me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A2 – Recruitment Email

You're invited to participate in a survey!

You were selected to receive this invitation because you are a University of Mississippi student whose opinion is valued. The purpose of this study is to test the relationship between higher levels of customers' social networking needs and the decreased likelihood to leave their current telecommunications provider. Please provide your candid feedback.

Your survey responses will be anonymous and strictly confidential. Data from this research will be reported only in the aggregate and will not contain any identifying information. Your information will be coded and will remain confidential.

The survey will open Tuesday, March 22 and close Saturday, March 26, 2016.

This study has been reviewed by The University of Mississippi's Institutional Review Board (IRB). If you have any questions, concerns, or reports regarding your rights as a participant of research, please contact the IRB at [\(662\) 915-7482](tel:662-915-7482) or irb@olemiss.edu.

I have read and understand the above information. By completing the survey, I consent to participate in the study.

Follow this link to the Survey:

[\\${://SurveyLink?d=Take the Survey}](#)

Or copy and paste the URL below into your internet browser:

[\\${://SurveyURL}](#)

Follow the link to opt out of future emails:

[\\${://OptOutLink?d=Click here to unsubscribe}](#)