Investigating Chain and Independent Restaurants' Facebook Presence: A Step Forward Towards Measuring their Online Image

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ABSTACT

Facebook can be marked as an opportunity or as a curse for any business working these days. Social media concerns were a priority for many business managers. This empirical study aimed to examine the chain and independent restaurants' Facebook usage to contribute in measuring their online image. The study developed an assessment tool to evaluate the contents of restaurants' Facebook pages, Facebook groups, and Facebook accounts. A sample of sixty-seven restaurants (twenty-eight independent restaurants and thirty-nine chain restaurants) in ten college towns were assessed. Pizza restaurants were selected based on their growing & well-known performance. This study exposed some significant findings, e.g., the majority of independent restaurants did not have official Facebook page, but there was a very limited number of them that presented a superior presence. On the other hand, chain restauants used Facebook tools more efficient than the independent restaurant. The research outcomes revealed the gap in performance between independent and chain pizza restaurants at different aspects of the Facebook world. The findings highlighted various best practices, which can help Pizza restaurants to develop their Facebook presence and to gain more profits. Although the sample represented a sizeable homogenous group of Pizza restaurants, generalizability limited to empirical studies. Thus, the assessment tool of this study is recommended in future studies. When it comes to practical implications, restaurant Facebook developers should consider launching one official Facebook page and dynamically linking it to the restaurant's website. This should contribute towards strengthening restaurant image and was considered as an unpaid promotional tool. The study was designed to contribute at the research area of Pizza restaurants' Facebook usage, where there was a paucity of research and to guide restaurants to efficiently act towards their online image and presence.

1. Introduction

Technology was the magic word that heavily influenced marketing and evolved television commercials, online banners, and social media advertising (Thornhill et al., 2017). The technology evolution and new generations' characteristics challenged restaurant practitioners and forced them to be online. Social media was used extensively to share information, build strong relationships with customers and create an online image. It was also been considered a useful tool to reach restaurants and business current and potential customers (Salem and Cavlek, 2016; Wang et al., 2015; Leung et al., 2017). Facebook was highlighted as one of the top social media websites used by affiliated and non-affiliated restaurants businesses to initiate two-way communication with their customers, provide better services, and maintain good relationships (Kwok and Yu, 2013; Wang and Kubickova, 2017).

Social media concerns were a priority for many business managers (Kaplan and Haenlein, 2010), as simply, social media impacted business success (Jones et al., 2015; Line and Runyan, 2012). Such an impact was derived from their usage as a tool that enabled businesses to communicate withcustomers and to learn from their feedback (Grewal and Levy, 2013). Barnes et al. (2012) agreed with Weber (2009) as this form of online communication overcame physical and timerestrictions.Kumar et al. (2020) agreed on this, as social media was marked as the most convenient and direct marketing tool that affected and still affects customer purchasing decisions. It gave a chance to customers to identify the gap between their desires and obtained information.

Many studies spotted business managers as being highly motivated social media users, for many reasons, e.g. keeping up with the extensive use of Facebook by their customers, attracting more business to their operations, improving customer satisfaction and loyalty, increasing revenues, and shaping their image (Weber, 2009, Chan and Guillet, 2011; Kietzmann *et al.*, 2011; Sinderen and Almeida, 2011; Cha and Borchgrevink, 2019). Customers' extensive Facebook usage was confirmed when Facebook reported 190 million users in the United States (Statista, 2020b).

Although the previous studies gave attention to social media in the hospitality industry, there was a lack of research in terms of its impact on restaurants' online image. Subsequently, this study focused on examining the chain and independent restaurants' Facebook usage in shaping their online image. This study explored the difference between independent and chain restaurants (affiliated and non-affiliated) using Facebook. The study evaluated the restaurants' presence through their activities on Facebook pages, groups, and accounts. The study analyzed the restaurants' Facebook contents to promote their products and conquer their contenders.

2. Literature review
2.1 Social Media in the Hospitality Industry

Social media as a term was presented by several authors (e.g., Weber, 2009; Correa et al., 2010; Paris et al., 2010; Edosomwan et al., 2011; Grewal and Levy, 2013) with different definitions as there was not a universally-accepted definition. For this study,

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social media can be defined as Internet-based social platforms that enable users to build connections and initiate communication to share their information and thoughts.

Social media played a critical role in many industries success, including the hospitality industry (Zhang et al., 2010). Consumers and tourists have had limited resources to get information about services and products before social media. They recently started to use social media to change the scenario in terms of planning for their journeys, hotel stay, and restaurants visits. (Varkaris and Neuhofer, 2017). Therefore, many hospitality professionals and scholars suggested that social media should receive more research attention and still little understood (e.g., Williams et al., 2011; Line and Runyan, 2012; Varkaris and Neuhofer, 2017). Kasavana (2008) stated that hospitality and tourism operations supported that social media became a powerful tool in enhancing success as sharing customers experiences and recommending for others (as cited in Kang, 2011). Parikh (2013) and Kumar et al. (2020) found that social media significantly affected users' decision-making concerning allowing users to go to a specific restaurant. Moreover, the hospitality industry studies have proved that social media usage extended on the pre-travel stage; and getting hotel reviews or recommendations for restaurants at any stage of their trip (Fotis et al., 2012; Leung et al., 2013). Indicating social media importance in the hospitality industry, Ghiselli and Ma (2015) stated that social media has markedly reshaped the hospitality industry. On the other hand, Budeanu (2013) and Shetu, (2020) highlighted the importance of managing the online image via social media. The sharing option at social media was not always guaranteed to bring positive outcomes, mostly when there was a lack of control. Domino's Pizza Crisis in 2009 was one example of that (Park et al., 2012). In brief, social media proved its great influence on restaurants firms' values (Kim et al., 2015).

The restaurants industry considered as a dynamic sector and constituted an active part of its economy (Peng et al., 2015). The percentage of eating out expenditures increased from 25% in 1995 to 46% in 2005 (Thomas and Mills, 2006) and its importance increased dramatically at the last 30 years. Restaurant industry was the most researched area in hospitality and now it constituted the most important area of scholarly work. but mainly focused on chain restaurants with paucity of researches about independent ones (Rodríguez-López et al., 2020)

2.2 Affiliation Factor and Restaurant Online Image
Affiliation was identified as another influential factor in branding hospitality and tourism operations. Hjalager (2000) found that multi-unit restaurants affiliation increased restaurants' survival in the market. Parsa et al. (2011) revealed that affiliation played a crucial role in restaurants' success. Customers online reviews had a significant impact on brand equity, attitude, and customer intention to purchase in chain restaurants (Serić and Praničević, 2018). Hashim and Murphy (2007) concluded that affiliated hospitality operations had excelled the non-affiliated restaurants' online presence. Leung et al. (2011) confirmed that affiliated operations had a higher passion for adopting Web 2.0 applications than independent operations. A persuasive example of how affiliations influenced the online presence of Pizza Hut, which

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gained 29 million Likes on its Facebook page, followed by Domino's Pizza with 16 million Likes.

Recently, the foodservice and hotel industries changed the way of publishing for the products and services from business to business (B2B) to be business to customer (B2C) using online image techniques (Radwan, 2014; Radwan et al., 2015; Elsayed et al, 2017). The challenge was located in the different aspects that researchers used to measure the online image. Huang & Cai (2010) and Li et al. (2010) justified this issue, as there was not a globally accepted definition for the term online image. This issue was sorted by Hunter (2016: 222) who presented an integrated definition about the online image. He defined it as: "*a more dynamic social construction than the traditional projected image found in print guidebooks and brochures. It is accumulative or generative as users continuously upload and share photographic representations of the destination and of their perceptions and experiences in relationship to it. Therefore, it requires a more critical ontological and empirical analysis to determine to what degree destination. image theory is a fixed concept or an accumulative process*". This definition was followed in this study as it indeed reflected the efforts of scholars around the globe to measure the online image. The online image dynamic nature pushed researchers to study the online image using a wide variety of tools, e.g. website, Facebook, Tweeter, Instagram, Booking reviews, other online booking reviews, etc.. Every research and study had its limitation and invitations for other researchers to continue their efforts by measuring other aspects of the online image (Li et al., 2010; Jeong and Jang, 2011; Wang and Kubickova, 2017; Meng, et al., 2021).

Since a decade, social media started to become the main factor that researchers rely on to measure the online image, as it represented the electronic word of mouth (eWOM) and user generated contents (UGC). Jeong and Jang (2011) -for instance- pointed to eWOM as the main factor that shapes the online image. This increasing importance of social media websites in formatting the online image was justified by Kelly et al (2020), as they pointed to social media websites' increasing populations, evolved trust and their existing evaluative contexts by displaying numbers of likes and other judgements. Meng, et al. (2021) revealed that user generated contents (UGC) were confirmed as another key to measure the online image. Authors mainly meant by UGC and e-WOM the Facebook, Instagram, Tweeter, online booking websites' reviews and other social media websites (Litvin et al., 2008; Radwan, 2014; Radwan et al., 2015; Wang and Kubickova, 2017; Meng et al., 2021).

According to Statista (2019), Facebook was the first leading social media website in the United States in 2020, which led to a large number of existing and potential customers' "online communities" (McCarthy et al., 2010; Hsu, 2012). Being the world's most successful networking site with over 2.70 billion monthly active users (Statista, 2020b), Facebook has been used extensively to connect numerous existing and potential customers (Hsu, 2012). Restaurants competed to get more Likes, Comments, Posts, and Replies on their Facebook fan pages as a critical indicator for success (McCarthy et al., 2010).

3. Methodology

The study was designed to examine the chain and independent restaurants' Facebook usage to contribute in measuring their online image. To achieve this, a sample of pizza restaurants were selected. Pizza restaurants dominated the U.S. restaurant industry, with 77,724 locations and total sales of $45.73 billion, at the end of September 2019 (PMQ Pizza Magazine, 2020). National Restaurant Association has launched the Pizzeria Industry Council to engage the senior executives from the pizza restaurants sector to discuss and address interest issues to pizza operators (National Restaurant Association, 2013). "The U.S. pizza industry was one of the first industries that has exploited the social media arena for business purposes and built a large social media users base" (He et al., 2013, p. 465). Unlike before, all forms of social media were extensively applied in pizza restaurants to promote products, and pizza restaurants still need to enlarge their social media presence (He et al., 2013).

Ten college towns were selected as a sample to assess the pizza restaurants' Facebook usage. The ten towns were: Bowling Green, Lexington, Louisville, Columbia, Highland Heights, Morehead, Richmond, Williamsburg, Wilmore, Murray) in Kentucky State, the USA. The selection process has identified independent and chain pizza restaurants in each town. Yellow Pages was the primary search tool used in this phase, with support from Google to identify and compare between both in 2019. This process faced various difficulties associated with searching via Yellow Pages. One of these problems was an inappropriate and repeated result from the Yellow Pages that required more effort to refine the results generated, especially when providing other cities restaurants outside the investigated cities. The process was to search at Yellow Pages, then searching Google to verify: the active status of each restaurant's website, location, and affiliation. Searching Yellow pages resulted in eighty-three restaurants. After checking them via Google and browsing their websites, sixty-seven restaurants only appeared in results. Some of them closed their business, and others were located out of the selected college towns.

The research applied a stratified sampling technique as this research investigated and divided restaurants into two strata: independent and chain pizza restaurants. Many authors (Bryman and Bell, 2015; Saunders et al., 2016) highlighted that stratified sampling is "accurate, easily accessible, divisible into relevant strata". The Facebook assessment was based on restaurants classified as Pizza restaurants and being independent or chain restaurants. Sixty-seven restaurants were evaluated; in more details, the sample was twenty-eight independent restaurants and thirty-nine chain restaurants.

Reliability and validity were a critical issue in this study. Regarding reliability, the test-retest technique was used to maintain study reliability. This technique's foremost step was to repeat visits to restaurants' Facebook regularly to find if any change occurred. When it comes to validity procedures, a process of three phases were undertaken: (1) undertaking a critical literature review with identifying the study's concepts, meanings, and ideas; (2) developing an assessment tool for examining the restaurants' Facebook, based on the prior studies; (3) using the "logical validation" in terms of breaking down the concept to ensure that all concept parts and dimensions

covered appropriately (Corbetta, 2003). The developed assessment tool had two parts: the construct part and items part. In the construct part, it included counting numbers of Facebook pages; Facebook groups; and Facebook accounts (Bernhard, 2013; Guarino et al., 2021), which were used to explore pizza restaurants' Facebook presence by comparing between the two types of restaurants. The question was, how to assess their performance at each construct, the answer was presented by Kelly et al. (2020) who pointed to counting the number of "like" and other judgmental tools as methods to assess it. This led to develop the criteria for assessing the Facebook pages to include: pages' likes; followers; photos; videos; "Talking about"; "Have been there"; rate; and reviews. Facebook groups were also assessed via checking several groups; photos; followers; and group status. Facebook accounts were counted to add another criterion for the assessment.

Table 1
Facebook Presence Assessment Tool

Construct	Label	Items
Facebook Pages	FP1	Pages
	FP2	Photos
	FP3	Page Likes
	FP4	No. of talking
	FP5	Have been there
	FP6	Videos
	FP7	No. of Opinion
Facebook Groups	FG1	Groups
	FG2	Photos
	FG3	Friends
Facebook Accounts	FA1	No. of Account

4. Results and Discussion

The results revealed significant findings related to chain and independent restaurants' performance on Facebook pages, groups, and accounts. The research assessed sixty-seven restaurants (twenty-eight independent restaurants and thirty-nine chain restaurants) after investigating eighty-three pizza restaurants found at Yellow pages (2016). After assuring that they were located at college towns in Kentucky State (USA), and they existed on Facebook (See Appendix 1). The sample was checked at Facebook to identify its identity as the selected restaurants' Facebook pages, Facebook groups, or Facebook accounts (Table 2). The research found an apparent lack in restaurants' Facebook groups and accounts, which would be reflected in the following discussions.

The Facebook assessment revealed a clear gap in performance between independent and chain Pizza restaurants sample. The performance curve rightly skewed as the Mean was more significant than the Median in both. The Mode in Table 2 pointed to the absence of all independent pizza restaurants. Chain restaurants were in a better position, but they were not heavily existed as well. The better performance of chain

restaurants was expected, as they regularly expose higher marketing efforts than independent restaurants (Young et al., 2007).

The Mode in Table 2 revealed that most Facebook pages' evaluation criteria for chain restaurants did not exist. Although Facebook pages, groups and accounts allowed the engagement between restaurants and customers, most of the restaurant's Facebook groups or accounts were missing. Through Facebook groups, customers can share videos, photos, or text, which should help advertisers to spread positive messages about their brands more easily (Chu, 2011). The research results can be justified, as the stronger brands of chain restaurant led customers to be more engaged with them (Hakim et al., 2021).

Generally, the Standard Deviation (SD) has revealed the level dispersion for Pizza Restaurants in Facebook. This was obvious from the number of Likes and the people who have been there. The Mode answered this gap as the most independent Facebook pages did not exist. Moreover, the majority did not have Facebook groups or accounts. Zero Mode in the Facebook group has existed because most of the research sample have not possessed Facebook account or group to be evaluated. This can be interpreted as the restaurant sample gave their highest attention to Facebook pages more than Facebook accounts or groups. This met with various researches, where they mainly pointed to Facebook pages as the main driver for the Facebook presence (Curran et al., 2011; Guarino et al., 2021)

The other founded issues were some restaurants realized the power of online image via social media, e.g. CR5, were active on Facebook, as being interactive with customers and continuously publishing offers and special occasions. Chu (2011) stated that Facebook group application provides unique functionality and has been recognized as a promising tool for advertising communications (Xia 2009).

Independent pizza restaurants Facebook pages' performance varied. Half of the sample had very poor performance and only one independent pizza restaurant presented a superior performance. The other thirteen of the existed independent restaurants' Facebook pages (out of the twenty-eight investigated independent sample) had various activities, e.g. posts, photos, videos, customer reviews, and the number of page Likes were increasing. There was an exceptional case of them, where IR12 had an extraordinary performance on Facebook by achieving the highest numbers of page Likes, Customer Reviews, and Videos. On the other hand, the other fourteen independent pizza restaurants did not have an official Facebook page. Only two of them (i.e. IR1 and IR2) had unofficial pages, which were established by their fans to express their appreciation for those restaurants. IR1, IR2 and IR12 cases influenced the standard deviation of the studied independent restaurants, as these cases led the standard deviation of independent restaurants (Table 2) to reach 2566.80 at "Page Likes" and 8357.15 at "Have been there". This reflected a great variance between independent restaurants' performance at Facebook. Young et al. (2007) research findings can justify this heterogenous performance of the independent restaurants. They reported that independent restaurants relied on community, customer

relations to succeed, as family owned business that suffered from insufficient financial resources in comparison to the chain restaurants.

The independent restaurants had a poor performance at Facebook accounts and groups. All of the investigated independent samples did not have any Facebook accounts. The majority of independent restaurants did not possess a Facebook group. Twenty-six (out of twenty-eight) did not have groups. Only IR3 and IR 15 had closed groups, these groups were investigated to find they belonged to the restaurants' employees. Customers were not allowed to join them.

Chain restaurants had a more robust performance than independent ones at Facebook pages, as 66.6% of the investigated chain restaurants had official pages with a dynamic, active performance. Chain restaurants connected their Facebook pages with their official websites. This, in turn, led to have higher numbers of posts, photos, videos, reviews and pages likes than the independent ones and to reflect a positive online image. Only one chain in the investigated sample who did not connect its website to the Facebook page. Three chains of restaurants believed in Facebook more than websites, as they did not have websites and had active Facebook pages, i.e. CR27, CR30, and CR31. These three chains attitudes were reasonable, as customers were noted to believe more in the messages and comments posted by other customers on social media websites as compared with posts and information at regular websites (Kwok and Yu, 2013).

Table 2

A Descriptive Analysis of Facebook Assessment

Construct	Label	Items	Independent Restaurants (IR)				Chain Restaurants (CR)			
			Mean	Median	SD	Mode	Mean	Median	SD	Mode
Facebook Pages	FP1	Pages	0.54	0.5	0.58	0	5.81	1	2.33	1
	FP2	Photos	171.59	7	428.22	0	512.97	73	557.67	0
	FP3	Page Likes	1341.4	91	2566.80	0	1200329.81	1081.5	1149104.67	0
	FP4	No. of talking	28.97	0	70.76	0	6485.94	21	10769.91	0
	FP5	Have been there	2297.7	8	8357.15	0	599026.44	922.5	2687143.88	0
	FP6	Videos	1.00	0	2.357	0	20.53	0	38.59	0
	FP7	No. of Opinion	2.33	3.6	2.308103096	0	2.62	4	2.12	0
Facebook Groups	FG1	Groups	0.03	0	0.185695338	0	0.06	0	0.20	0
	FG2	Photos	0	0	0	0	0	0	0	0
	FG3	Friends	0.24	0	1.300	0	0.10	0	0.00	0
Facebook Accounts	FA1	No. of Account	0.11	0	0.42	0	2.77	0	8.03	0

The same finding at independent restaurants was repeated at chain restaurants. They did not have Facebook accounts or groups. This reflected their willingness to build their online image via Facebook pages and neglecting to establish Facebook groups or accounts for their restaurants. The case of CR32 reflected the awareness of the importance of Facebook pages which closed their business and announced via Facebook the following message: "Thank you for your business!! Effective immediately CR32 in Murray is closed. We appreciate each person that has supported us over the past several years …….".

In brief, Facebook was considered as an unpaid promotional tool, thus preferring its usage via a restaurant's management, and losing this opportunity was a great loss. Facebook helped to: enhance the customers' experience; allow a fair assessment, and posting customers' reviews to reduce the gaps between the property and customers if founded.

5. Recommendations & Practical Implications

The literature and research findings revealed several useful practices and practical implications, which can be converted to the following recommendations to support both independent, and chain restauranteurs in building better online image: (1) Only one official Facebook page should be displayed, loaded with promotional activities, maintained, and linked with official restaurant website and other social media. The study found numerous pages for each restaurant, which potentially confused and misled customers as stated by O'Connor (2011) and could lead to waste of the promotional efforts. Loading the official Facebook page with promotional activities can be achieved by various tactics, e.g., displaying discounted packages, announcing the arrivals of new items, launching food festival weeks; (2) Independent and chain Restaurants' Facebook pages should be kept active to facilitate achieving high level of customers satisfaction and loyalty and to identify the gap with customers' needs if existed. Keeping the page active should be via interactions and replies to customers' comments and posts, keep posting new posts every week and -in some cases- encouraging customers to post and comments by certain incentives (Zhu et al., 2019) ; (3) Facebook pages should be used as a managerial tool to point out any deficiencies in operating the restaurant and to contribute in building an attractive online image. This recommendation will need from restaurateurs to read and analyze customers' comments and posts to identify any operational failure to handle or to identify any success to celebrate; (4) Restaurants should display more photos on their active pages to increase customers' visual attractiveness as their current situation expose a few pictures, which waste this opportunity. Every week new pictures for foods, staff and events will be in need to posted to convert their Facebook page as an active channel for communication and to contribute in further customers' engagement (Molina et al., 2020); (5) Restaurant practitioners (especially at independent restaurants) are strongly advised to have a training on the power of social media to build a well-structured online image and to target their customer segments; (6) Restaurants should cooperate with directories (e.g. Yellow Pages) to state their official data, e.g., their working website, official Facebook page, working hours,…etc. They will need an active

contact with these directories and annual check to update their information and contact details. This should help in avoiding any outdated information to be posted at any directory; (7) Restaurants are encouraged to build a verified official restaurant pages to their customers by following Facebook page verification mechanisms. Customers' behavior will be favorable when they will deal with information driven from a verified page, as this displayed sign (visual element) that alerts users about the authenticity of a page has its magic (Pinheiro et al., 2017). Displaying a restaurant verified Facebook page is expected to increase customers trust in restaurants products, offers, information and contribute towards increasing customers loyalty.

6. Conclusion

Turnbull and Jenkins (2015) measured the social media importance from behavioral metric to emotional responses using criteria such as emotional response, Facebook Reactions, emotional impact, emotional engagement, and emotional preferences. They concluded the importance of Facebook engagement between consumers and marketers emotionally, and how it affects the potential business. This research tried to give more details, as it investigated chain and independent restaurants and highlighted certain strengths and weaknesses for each party. Independent restaurants were in need to advance their efforts and to follow clearer strategy. The weaknesses varied from the total absence to the lake of pictures and updated news. Based on the research findings and critical review of literature, a list of recommendations was afforded to help restauranteurs from both sides to use Facebook to contribute in advancing their online image. The recommendations focused on the need to advance restaurants active Facebook presence and to maximize the outcomes of using Facebook as a free marketing and managerial tool.

6.2 Theoretical Implications

Rodríguez-López et al. (2020) research findings pointed to the lack of research about independent restaurants. Based on the best of researchers' knowledge, there was no evidence that a previous research compared between Chain and Independent restaurants performance at Facebook. This research tried to contribute in bridging this gap and developed a research tool that can be used to assess the presence of other types of restaurants and hospitality enterprises at the Facebook world. The research findings confirmed the typical perception about the independent restaurants as being weaker than chain restaurants in relation to marketing performance, with an exception of a limited number of superior independent restaurants (Young et al., 2007). The research highlighted some restaurants which exposed excellent knowledge about the importance of Facebook pages and its success from the two studied groups. On the other hand, other restaurants demonstrated lack of experience to handle social media leap in communicating customers. For instance, some restauranteurs created many pages, which distracted the customers. This could negatively affect the restaurant brand and the customer-restaurant relationship (O'Connor, 2011). The research highlighted the existing gap in using Facebook groups and accounts, as the restaurants mainly gave their attention to Facebook pages regardless of the groups or accounts.

7. Limitations and Future Research

This study had some limitations; time and fund considered as natural limits for the research team members. Furthermore, checking criteria of Facebook pages for each restaurant, whether independent or chain; has taken a long time and effort from the research team. Research team members also faced funding challenges such as lack of sponsor organizations, so researchers became self-funded.

This study only assessed Pizza restaurant's Facebook presence. In that sense, it will be worthy to be replicated in other restaurants categories (e.g., casual dining) or other industries (e.g., hotel industry, resort, and travel) which will contribute in enriching the context of e-marketing and help practitioners to advance their performance. Geographical limitation was another opportunity for further researches in other geographical areas, as the study focused on college towns, i.e Bowling green, Lexington, Louisville, and Murray in Kentucky State in the USA. Hence, applying this study in different states, countries will help to get more results.

Future researches could focus on other social media websites such as YouTube, Instagram, and Reddit, or even to concentrate on mobile audience and smartphone apps or studying eating out assessment apps (e.g. Yelp, Foursquare, and TripAdvisor). Finally, this research findings were presented to open future researches projects to critically assess and to present solutions for restaurant practitioners towards building an attractive online image.

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Appendix 1

	Chain Restaurants		Independent Restaurants
R	**Chain Restaurant's Name**	**R**	**Independent Restaurant's Name**
1	Blaze Pizza	1	Annie's Pizza Inc
2	Boombozz Famous Gourmet Pizza	2	2 Jr Pizza Enterprises
3	Borromeo's Pizza	3	Anderson's Pizza
4	Brooklyn Pizza	4	Apollo Pizza
5	Chuck E. Cheese's	5	Brick Oven Pizzeria
6	CiCi's Pizza	6	Bridge Pizza
7	Domino's	7	Chino's Pizzeria
8	Donatos Pizzeria	8	Curosso's Pizzeria
9	East of Chicago Pizza	9	Derby's Pizza & Subs
10	Eureka Pizza	10	Donisi Pizza
11	Fat Jimmy's	11	Firehouse Pizza
12	Fun land Pizza	12	Gatti Town
13	Gatti's Pizza	13	Huarache Pizza
14	Giovanni's Pizza of Lexington	14	Krazy Dave's Pizza
15	Godfather's Pizza	15	Loui Loui's Authentic Detroit
16	Goodfella's Pizzeria	16	Main Street Pizza
17	Hero's New York Pizza	17	Murphy Lane Enterprises
18	Hometown Pizza	18	Nestle DSD
19	Impellizzeri's Pizza	19	Old School NY Pizza
20	Little Caesars Pizza	20	Pasquales Pizza and Pasta
21	Mad Mushroom Pizza	21	Picassos Pizza
22	Mancino's Grinders and Pizza	22	Pizza Shoppe
23	Marco's Pizza	23	Popa C's Pizzeria
24	Mellow Mushroom	24	Rocky's Pizzeria
25	Mister B's Pizza	25	Rosie's Pizza
26	Old Chicago Pasta and Pizza	26	Sams Gourmet Pizza
27	Papa John's Pizza	27	Sicilian Pizza and pasta
28	Papa Murphy's Take N Bake Pizza	28	West Coast Pizzeria
29	Partners II Pizza		
30	Pizza Hutt		
31	Pizza Magia		
32	Pizza Pro		
33	Pizza Roma		
34	SIR Pizza of Kentucky		
35	Smashing Tomato		
36	Snappy Tomato Pizza		
37	Tom's Pizza		
38	Jet's Pizza		
39	Topper's Pizza		

فحص تواجد المطاعم المستقلة ومطاعم السلاسل على الفيسبوك: خطوة نحو قياس صورتهم الإليكترونية

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معلومات المقالة	الملخص
الكلمات المفتاحية مجتمعات التواصل؛ الفيسبوك؛ مطاعم البيتزا؛ الصورة الاليكترونية؛ مطاعم السلاسل والمستقلة.	يعد حاليا الفيسبوك فرصة او نقمة لأي نشاط تجاري. فمجتمعات التواصل الاجتماعي أصبحت لها تأثير كبير ولها الأهمية القصوى عند العديد من المدراء. فهي مكون رئيسي للصورة الذهنية الإليكترونية وتؤثر على قرارات الشراء عند المستهلكين. ولما لها من الأهمية فقد هدفت هذه الدراسة التطبيقية إلى فحص استخدام الفيسبوك في المطاعم المستقلة والسلاسل كخطوة نحو المساهمة في قياس صورتهم الذهنية الإليكترونية. حيث قامت الدراسة بتطوير أداة قياس لتقييم محتوى صفحات الفيسبوك للمطاعم محل الدراسة والمجموعات والحسابات المتعلقة بها. فقد تم اختيار عينة من 67 مطعم (28 مطعم مستقل و39 مطعم ينتمي للسلاسل) في عشر مدن ذات طابع طلابي بالولايات المتحدة الامريكية. كما تم اختيار العينة من مطاعم البيتزا نظراً لنموها المتزايد وأدائها المتميز بقطاع الأعمال. وقد أظهرت الدراسة مجموعة من النتائج التي أكدت وجود فجوة في الأداء بين مطاعم السلاسل والمطاعم المستقلة. كما تم إظهار بعض الممارسات المتميزة التي يمكن أن تساهم في تطوير أداء المطاعم عبر عالم الفيسبوك. ومن خلال هذه النتائج والدراسات السابقة تم تطوير مجموعة من التوصيات منها تطوير صفحة وحيدة رسمية ومحدثة باستمرار عن كل مطعم، على أن تكون هذه الصفحة ثرية بالصور والأخبار الترويجية والردود التفاعلية، مع استخدام هذه الصفحة كأداة مجانية للترويج والدعاية، وكذلك كأداة للإدارة والتطوير المستمر للخدمات مما يقوي صورة المطعم عبر الفضاء الإليكتروني. وعند الحديث عن تطبيقات البحث النظرية فقد حاول البحث السعي لإثراء منطقة بحثية ليس بها الكثير من الأبحاث. حيث توجد ندرة في الأبحاث عن المطاعم المستقلة والمقارنة بين مطاعم السلاسل والمطاعم المستقلة من ناحية الأداء عبر الفيسبوك. كما قام البحث بتطوير أداة لقياس الأداء عبر الفيسبوك من الممكن أن يتم تطبيقها على أنواع مطاعم مختلفة أو صناعات أخرى مثل الفنادق لقياس أدائها عبر الفيسبوك. مما يثرى الصورة الذهنية للعديد من المنشآت وينعكس على نجاحها الاقتصادي.
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