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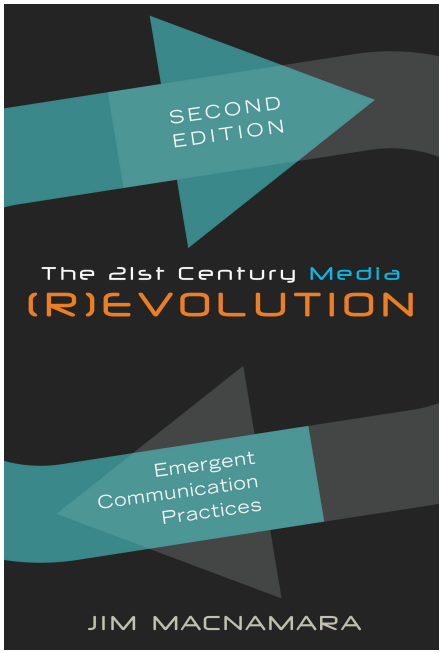
WHAT THE RESEARCH SAYS:

Organization Reputation and Stakeholder and Social Alignment Today

Surviving and succeeding during the 21st century media / social revolution



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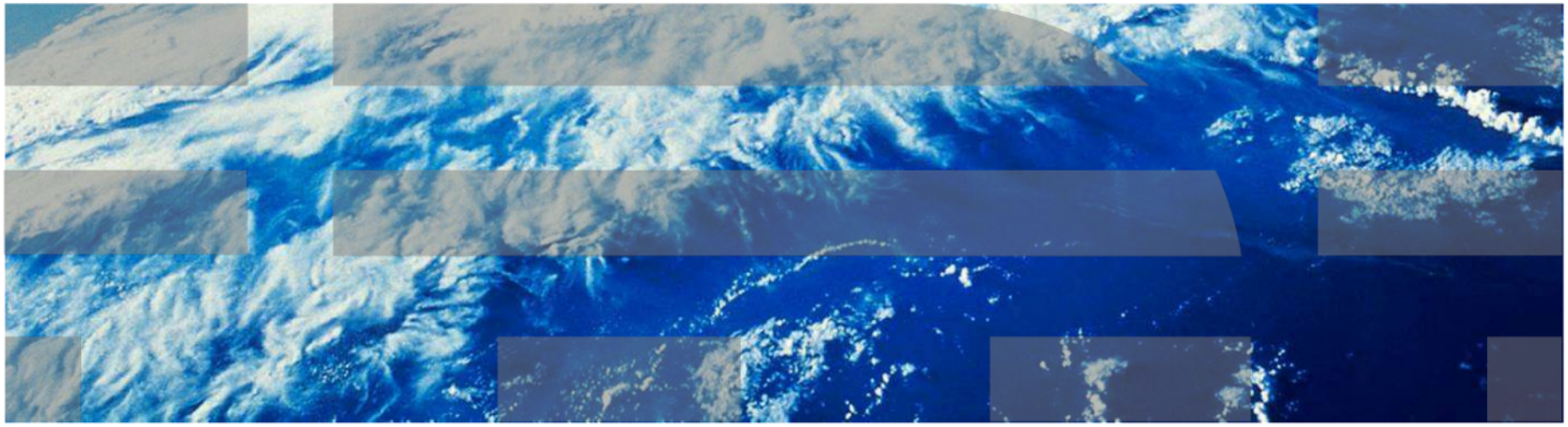
The Social Organization

The Business Value of Social Software

Bilal Jaffery, **Worldwide Social Media & Competitive Marketing Leader**, IBM
blog: www.Bilal.ca
twitter: @BilalJaffery



http://www.slideshare.net/bilaljaffery/the-social-organization-ibm-the-business-value-of-social-software-cio-forum

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Gartner.

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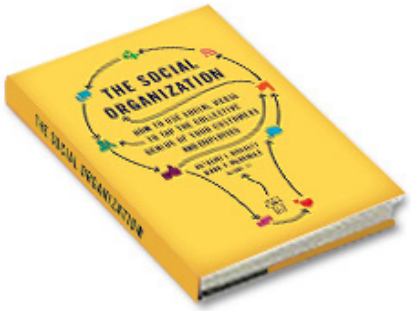
THE SOCIAL ORGANIZATION

HOW TO USE SOCIAL MEDIA TO TAP THE COLLECTIVE GENIUS OF YOUR CUSTOMERS AND EMPLOYEES



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The Social Organization

How to Use Social Media to Tap the Collective Genius of Your Customers and Employees

By Anthony J. Bradley and Mark P. McDonald

THE BOOK | AUTHORS | BLOGS | THE BUZZ | RESOURCES | CONTACT US

Get ready for the next evolution in business: The social organization

Being a social organization goes beyond experimenting with social media technology tools—the "provide and pray" approach. In fact, it's not about the technology at all.

A social organization addresses significant business challenges and opportunities using the social media platform to create mass collaboration—what Gartner predicts will be the next evolutionary pillar defining how work gets done around the world.

Mass collaboration extends beyond social media to enable your employees, customers, suppliers and all other stakeholders to participate directly in the creation of value. "That, in broad strokes, is the promise of social media," declare Anthony J. Bradley and Mark P. McDonald, authors of The Social Organization, which reveals how executives from CEOs to managers can make mass collaboration a source of enduring competitive advantage in their enterprise.

Is your Organization Ready for Social Media?
TAKE THE ASSESSMENT

LISTEN TO THE PODCAST:

Improving Business Through Social Tools - Who Succeeds and Who Doesn't

00:00 00:00

Gartner Vice Presidents Anthony Bradley and Mark P. McDonald discuss key findings in researching their new book.

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The social turn?

- 19th and 20th centuries – *mass society, mass media, mass communication*
  - *Mostly top-down, one-way, controlled*
- Disruptive technological change
  - Media **diversification, democratization and disaggregation**
- **Audience fragmentation**
  - "Monolithic blocks of eyeballs are gone" (Henry Jenkins 2006, p. 66)
  - "The people formerly known as the audience" (Jay Rosen 2005)
- Business and governments need to **engage** – in new ways

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The social turn

- **Centralised, controlled, top-down, one-way** communication ☒
- **Air-brushed 'photoshopped'** politicians and corporations ☒
- Corporate culture and politics "are increasingly characterized by a **creeping insincerity** … We may have just reached **'peak bullshit'**" (former Obama speechwriter Jon Lovett 2013) ☒
- The social organization and **'sociocultural turn' in PR** is about ☑
  - Being **engaged** with people – employees, partners, local communities, etc
    - *Listening (as well as talking), cooperating, collaborating*
  - Being **real** – i.e. honest, sincere, human (not 'Photoshopped' or fake)
  - Being a **good citizen** – socially and environmentally responsible

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This presentation …

- Key research findings informing:
  - **Communication**
  - **Engagement**
  - **Reputation**
  - **Relationships**
  - **Social alignment with stakeholders and societal expectations**
- In the context of today's *mediascape* and *ethnoscape*

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Today's ethnoscape and mediascape

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Today's ethnoscape and mediascape

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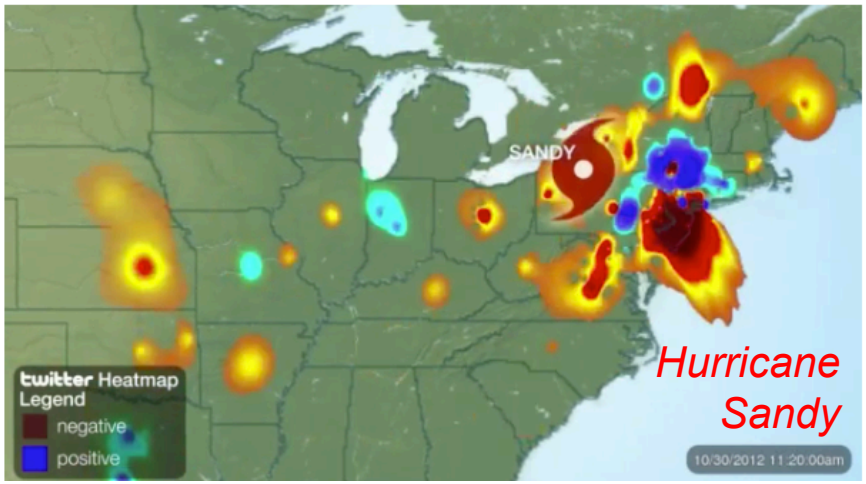
Today's ethnoscape and mediascape



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The mediascape today

- **2.4 billion** internet users
- **1.5 billion**+ social network users
- **6 billion** videos a month viewed on YouTube
- **1 billion** unique visitors to YouTube each month (2013)
- **1 billion** active Facebook users (Oct 2012)
- **600 million** active users on Qzone in China (2012)
- **500 million** microbloggers on Twitter
- **400 million+** microbloggers on Sina Weibo
- **24 million articles** on Wikipedia (120,000 in Encyclopaedia Britannica)

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The changing mediascape

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"선거 진 게 왜 우리 탓이야?"
한나라 소장파, 전여옥에 '발끈'
원희룡·남경필, 선거 참패 '소장파 책임론'에 반발

오마이 전여옥 한나라당 최고위원이 4·25 재보궐선거 참패에 대한 책임을 당 내 소장파들에게 돌리자, 원희룡 의원을 비롯한 소장파 의원들이... /박상규 기자

↳ 이명박-박근혜, 서로 "내 탓이오!"
↳ 심대평 "범여권 통합논의 참여 안한다"
↳ 한나라당 '박풍'도 '여론조사 1위도 약발 안 먹혔다
↳ 강창희 이어 전여옥까지?... 한나라 '총사퇴론' 불붙나
↳ [한나라당] "그래도 설마 했는데..." 충격

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SECOND LIFE

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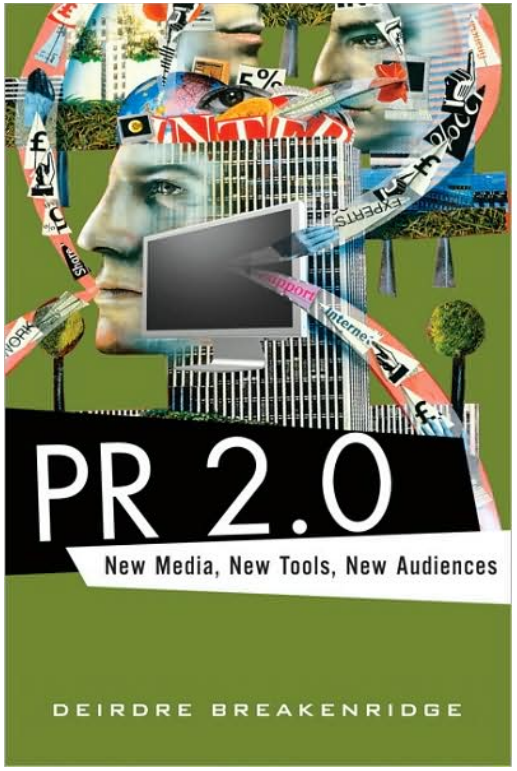
21st century media revolution means

- **Two-way** public relations
- **Dialogue**
- **Engagement**
- Stakeholder and global harmony
- **RIGHT?**



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The rhetoric

- Hazelton, Harrison-Rexrode and Kennan (2008) claimed that public relations is "undergoing a revolution" (p. 91)
- Brian Solis has effused: "Welcome to what just may be the greatest evolution in the history of PR … "monologue has given way to dialogue" (2008, p. xviii, foreword to Breakenridge book on PR 2.0)
- Solis and Breakenridge (2009) claimed that Web 2.0 is "putting the public back in public relations"
- In *Corporate Communication: A Guide to Theory and Practice*, Joep Cornelissen (2011) states that social media "create new ways of reaching and engaging with stakeholders"
- 'Engagement' is the buzzword of 21st century marketing and PR

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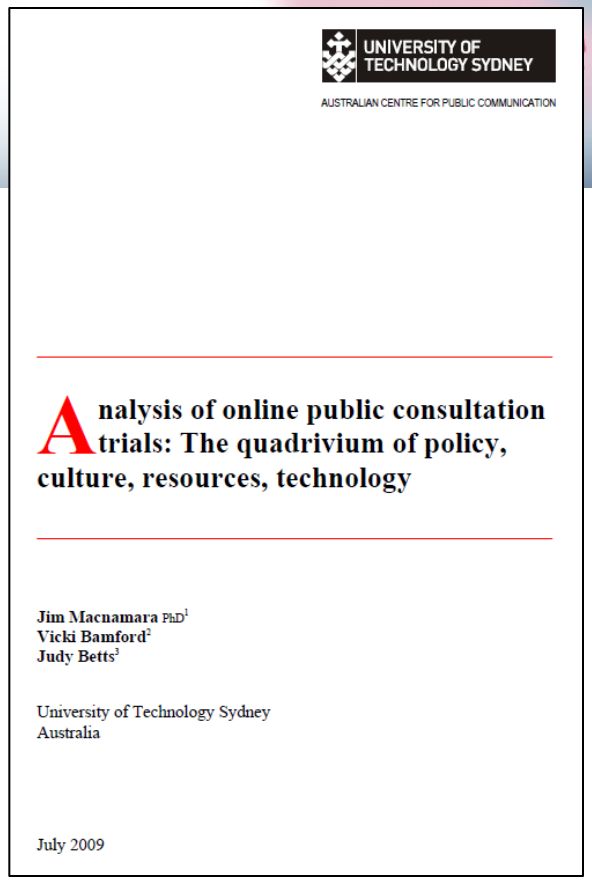
government 2.0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AUSTRALIAN CENTRE FOR PUBLIC COMMUNICATION

Analysis of online public consultation trials: The quadrivium of policy, culture, resources, technology

Jim Macnamara PhD[1]
Vicki Bamford[2]
Judy Betts[3]

University of Technology Sydney
Australia

July 2009

Study of 11 federal government departments and agencies using social media for citizen engagement

Professor Jim Macnamara PhD, FAMI, CPM, FPRIA, FAMEC
University of Technology Sydney

Gov 2.0 consultation trials 2009

- **Cultural** barriers – don't want to, or reluctant, to engage
- Inability to meet **response time** expectations
- Heavy **moderation**
- Lack of **resources** to monitor and respond
  - No extra staff assigned
  - Little or no social media monitoring
- Lack of **sense-making tools**
  - E.g. text analysis software to review and understand large quantities of public comment

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2010 Australian election

- **Content analysis** of social media use by 206 sitting federal candidates + two major political parties
  - Facebook, YouTube, Twitter, YouTube, blogs

2007 ← 21 August 2010 → Next

All 150 seats in the Australian House of Representatives
76 seats were needed for a majority in the House
40 (of the 76) seats in the Australian Senate

	First party	Second party
Leader	Julia Gillard	Tony Abbott
Party	Labor	Liberal/National coalition
Leader since	24 June 2010	1 December 2009
Leader's seat	Lalor	Warringah
Last election	83 seats	65 seats
Seats won	72 seats	72 seats
Seat change	▼ 11	▲ 7
Popular vote	6,216,445	6,185,918
Percentage	50.12%	49.88%
Swing	▼ 2.58	▲ 2.58

Macnamara, J. & Kenning, G. 2011, 'E-electioneering 2010: Trends in social media use in Australian political communication', ***Media International Australia***, *vol. 139, pp. 7–22.*

Macnamara, J. 2011, 'Pre and post-election 2010 online: What happened to the conversation?' ***Communication, Politics, Culture***, vol. 44, no. 2, pp. 18–36.

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2007 – 2010 Australian elections

Social media	2007	2010	% change
Personal Web site	137	157	15%
Twitter	0	92	**9200%**
Facebook	8	146	**1725%**
YouTube	13	34	162%
MySpace	26	9	**-65%**
Blogs	15	29	93%
Flickr	0	9	**900%**
E-surveys	24	7	**-71%**
E-petitions	10	3	**-70%**
E-newsletter	42	78	86%
Total online sites/activities	**275**	**564**	**105%**

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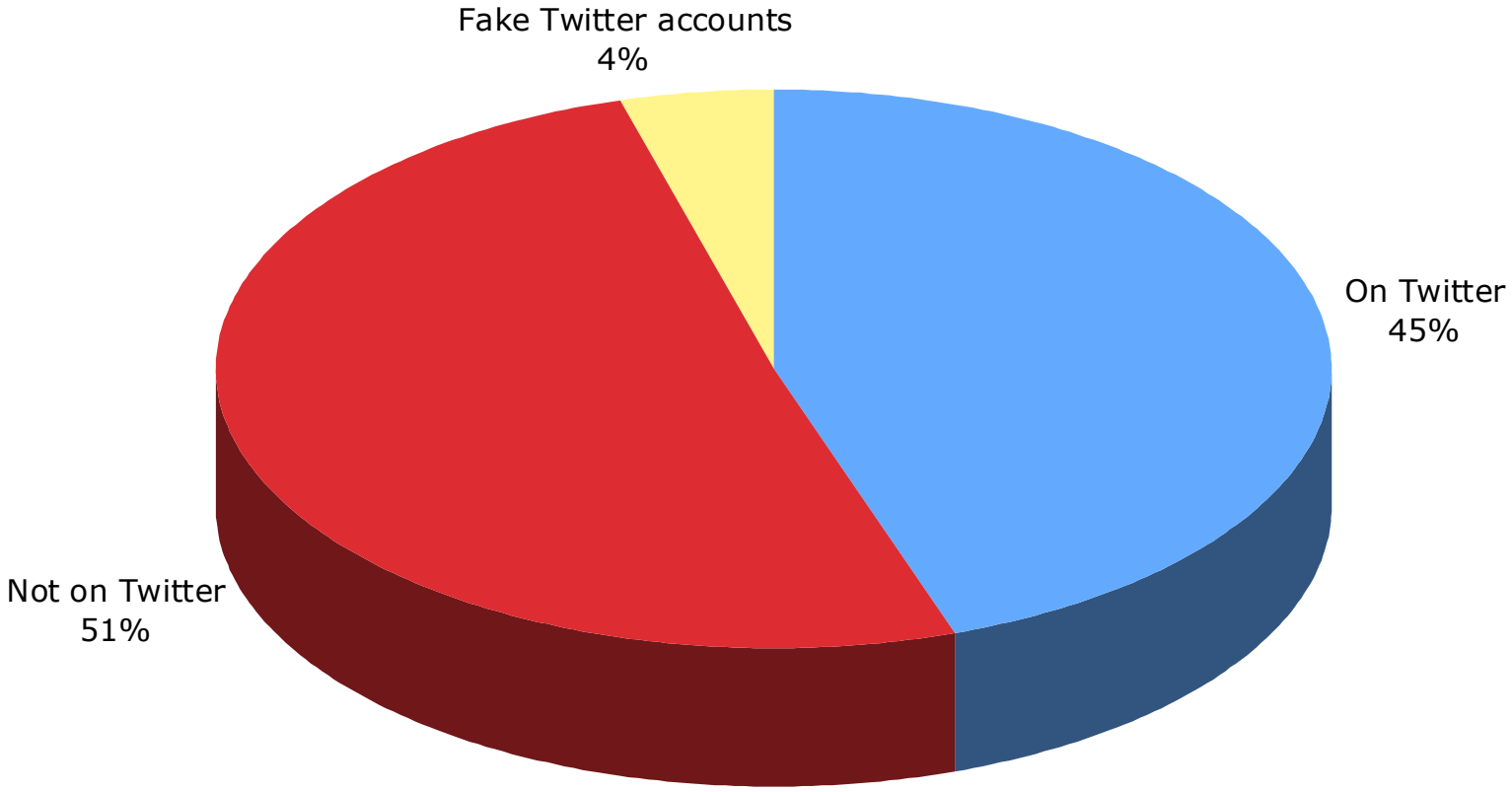
Politicians on Twitter



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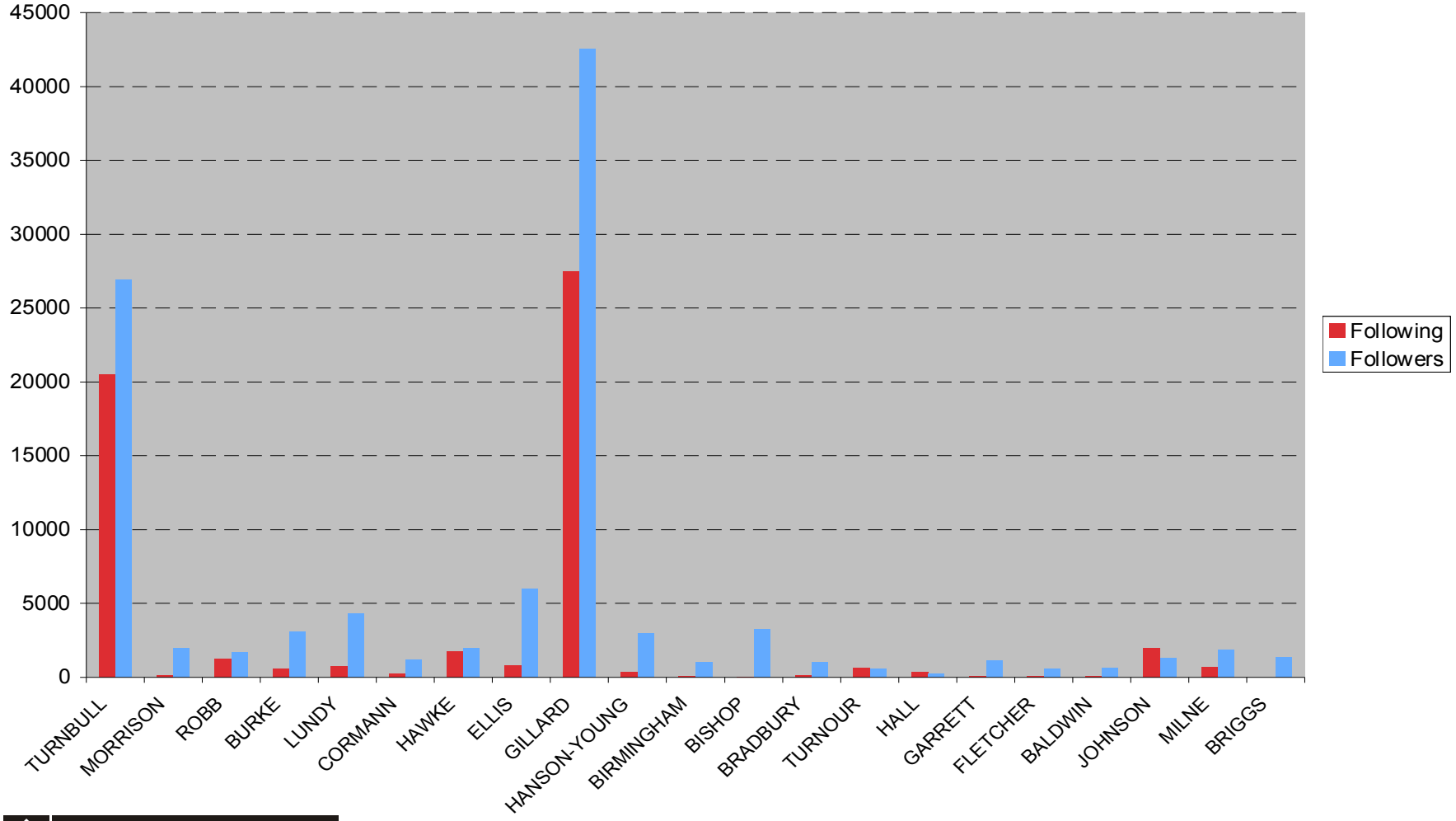
Followers vs. following on Twitter



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Followers vs. following on Twitter

Politician	Tweets	Followers	Following
1. Malcolm Turnbull	439	26,943	20,498
2. Scott Morrison	158	1,978	**166**
3. Andrew Robb	142	1,684	1,254
4. Tony Burke	134	3,107	550
5. Kate Lundy	104	4,352	720
9. Julia Gillard (Prime Minister)	75	43,538	27,467
92. Tony Abbott (Opposition Leader)	2	**19,083**	**20**

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Dialogue v broadcasting

Politician	Direct messages & responses	Broadcasts	Where am I?	Attack on opponents
Malcolm Turnbull	**248**	191	81	9
Scott Morrison	33	125	48	19
Andrew Robb	**1**	141	17	**79**
Tony Burke	65	68	9	14
Kate Lundy	28	56	22	11
Mathias Corman	22	44	5	**49**
Julia Gillard	12	51	20	4

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UK and US election experiences

- "UK political leaders and organizations engaged primarily in broadcasting their messages and **not listening or engaging** in dialogue"

(Gibson, Williamson & Ward, 2010)

- "In the 2010 US mid-terms, 76% of tweets were **one-way dissemination of information** about candidates or their campaign events – "a wasted opportunity" for engagement

(Unpublished PhD thesis, 2012)

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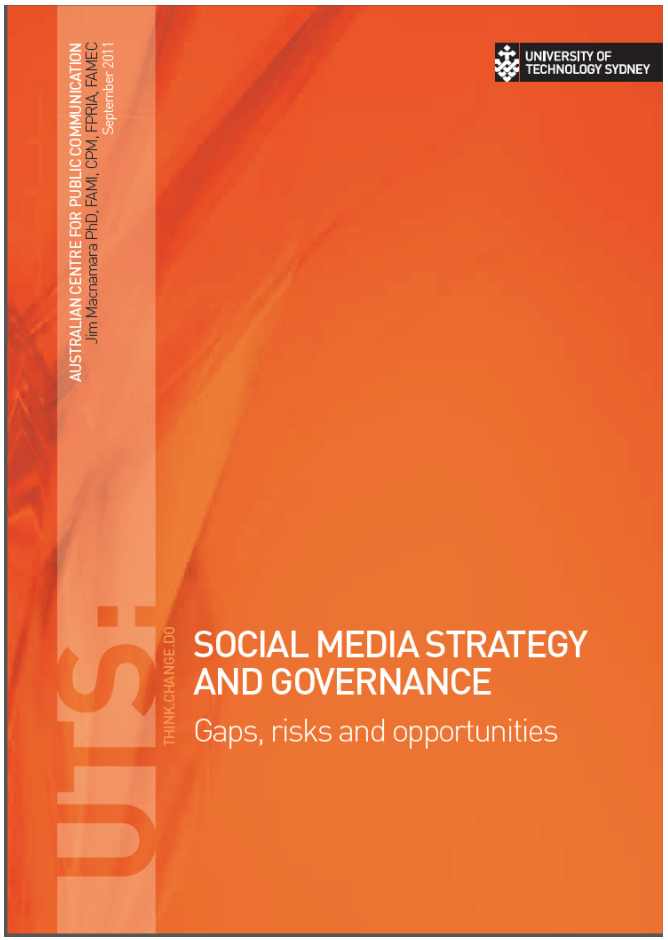
Organizational use of social media

- **Survey** of 221 organizations (private and public sector) in Australia, New Zealand, Singapore and Hong Kong
- **Depth interviews** with social media specialists (n = 14)
- **Comparison with a similar study in Europe** (Zerfass et al. 2011)



August–September 2011

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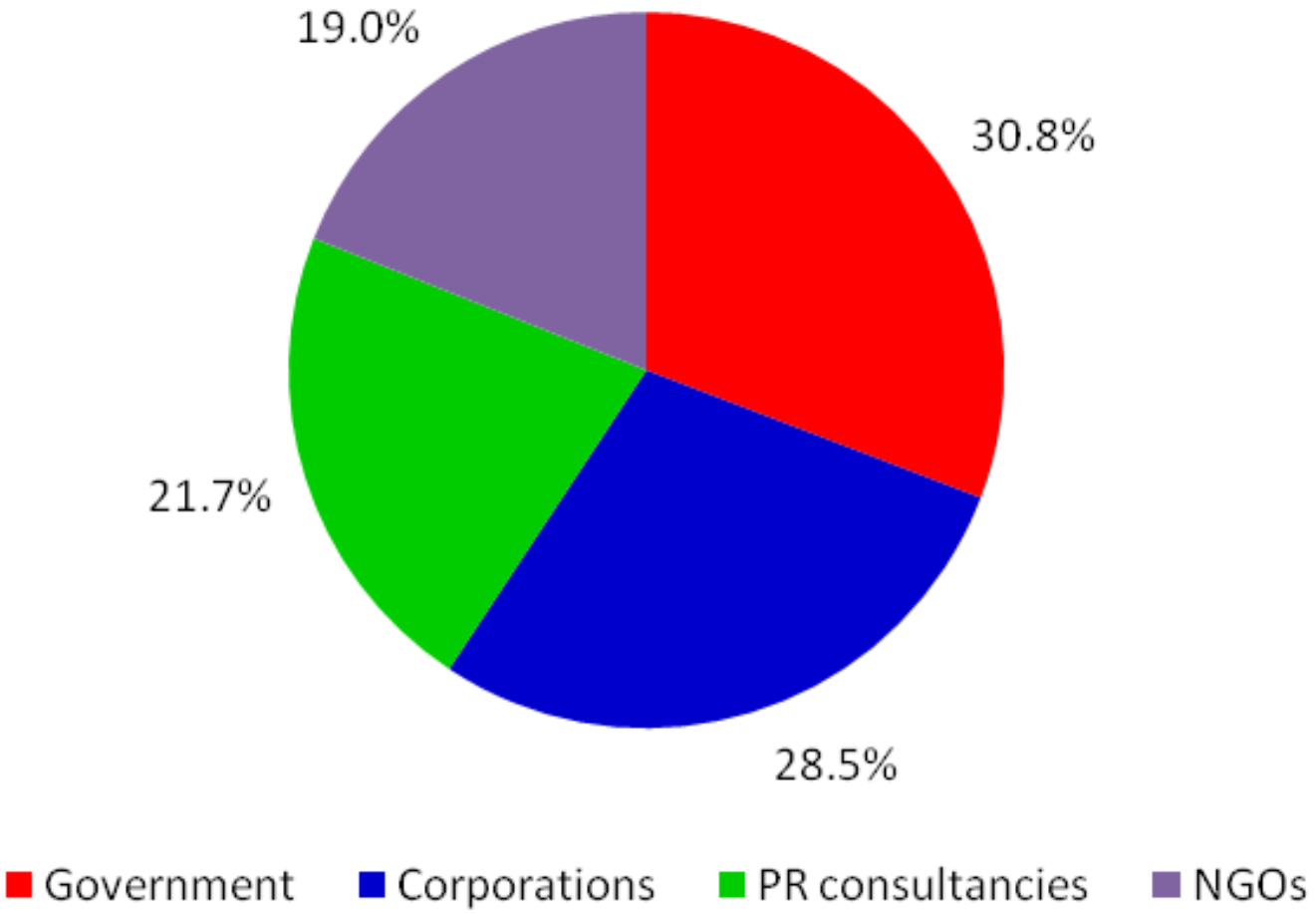
Participants



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Social media types most used

Social media types used	Australasia	Europe
Social networks	73%	56%
Microblogging	55%	50%
Video sharing	51%	52%
Blogs	48%	29%
Photo sharing	24%	19%

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Social media most used

Social media used	%
Facebook	73.7%
Twitter	54.1%
YouTube	52.7%
Corporate/organization blog	46.8%
Podcasting (e.g. speeches)	19%

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Social media speaking

Strategy, management & governance	%
Specific social media policy or guidelines	34.8%
No social media policy or guidelines at all	22.6%
Social media guidelines in general staff policies	20.4%
Verbal instructions only	14.0%
Occasional management memos or e-mails	5.0%
Don't know	3.2%
TOTAL	100.0%

- Almost two-thirds (65.2%) of organizations have no specific policy or guidelines on employee social media use

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Social media monitoring and listening

Monitoring of social media	%
Monitors in an ad hoc or occasional way	38.4%
Monitors all mentions in a selection of social media	25.0%
Monitors all mentions in all social media	20.4%
Does not monitor social media at all	8.3%
Monitors only specific issues in social media	7.9%
TOTAL	100.0%

- **Almost half (46.7%) of organizations do not monitor social media, or monitor only in an ad hoc or occasional way**

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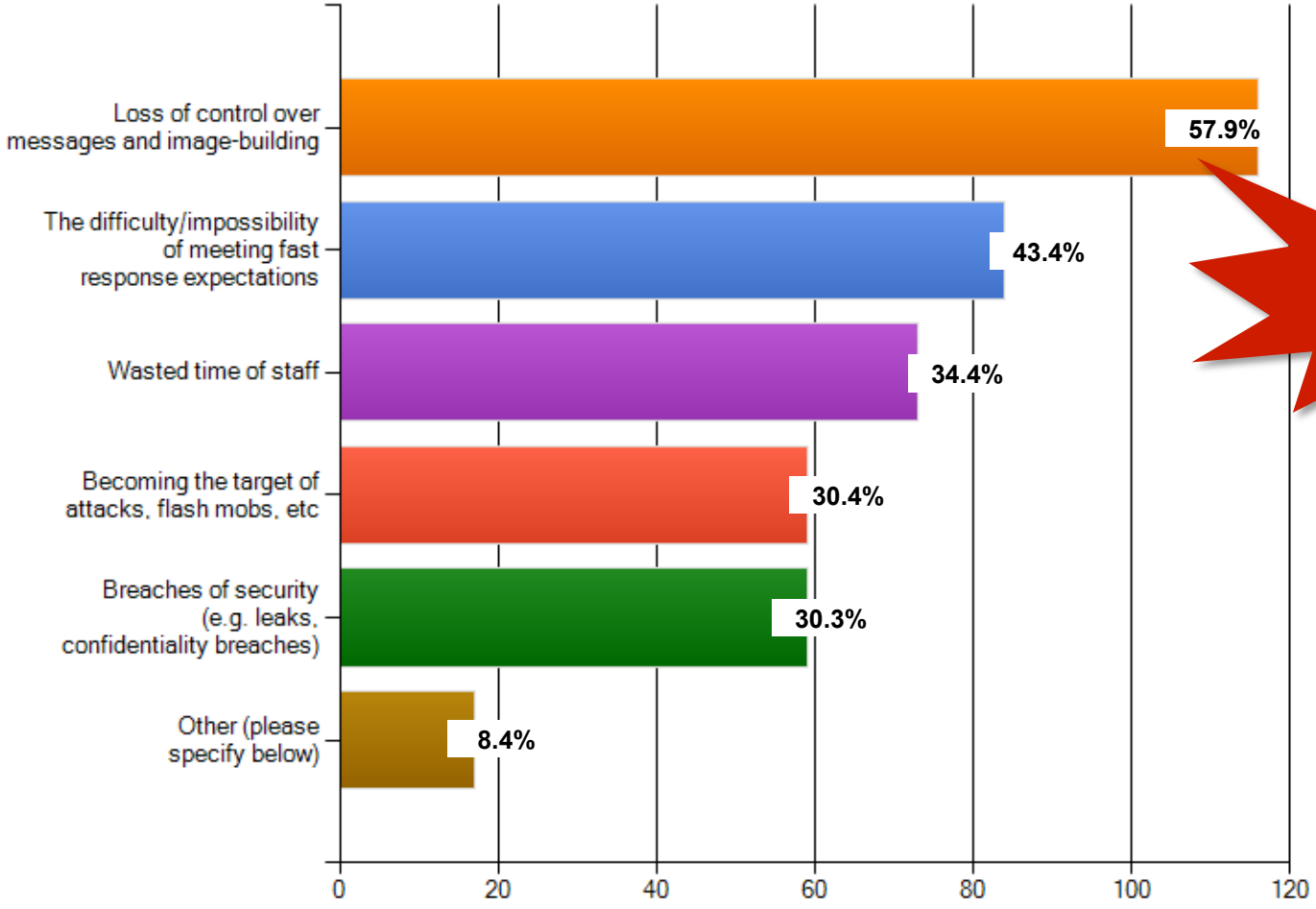
Risks in social media



Loss of control

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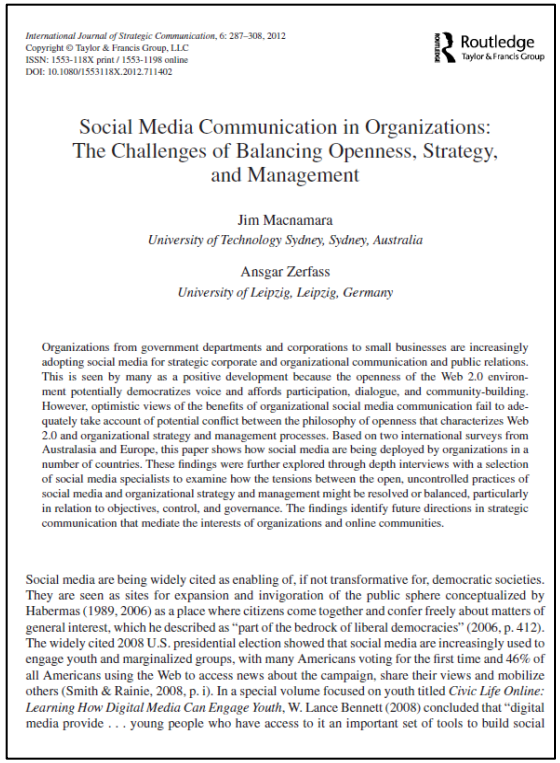
Key findings

- **Centralised 'control paradigm'** is dominant
  - "Illusion of control" (Fawkes & Gregory 2000; Grunig & Grunig 2010)
- **Lack of dialogue and engagement**
  - Mostly one-way transmission of messages
  - Little listening
- **Lack of strategy and governance**
  - Employee guidelines; training; monitoring
- **Lack of measurement and evaluation**

Macnamara, J. & Zerfass, A. 2012, 'Social media communication in organizations: The challenges of balancing openness, strategy and management', ***International Journal of Strategic Communication***, vol. 6, no. 4, pp. 287–308.



International Journal of Strategic Communication, 6: 287–308, 2012
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DOI: 10.1080/1553118X.2012.711402

Routledge
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Social Media Communication in Organizations: The Challenges of Balancing Openness, Strategy, and Management

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Ansgar Zerfass
University of Leipzig, Leipzig, Germany

Organizations from government departments and corporations to small businesses are increasingly adopting social media for strategic corporate and organizational communication and public relations. This is seen by many as a positive development because the openness of the Web 2.0 environment potentially democratizes voice and affords participation, dialogue, and community-building. However, optimistic views of the benefits of organizational social media communication fail to adequately take account of potential conflict between the philosophy of openness that characterizes Web 2.0 and organizational strategy and management processes. Based on two international surveys from Australasia and Europe, this paper shows how social media are being deployed by organizations in a number of countries. These findings were further explored through depth interviews with a selection of social media specialists to examine how the tensions between the open, uncontrolled practices of social media and organizational strategy and management might be resolved or balanced, particularly in relation to objectives, control, and governance. The findings identify future directions in strategic communication that mediate the interests of organizations and online communities.

Social media are being widely cited as enabling of, if not transformative for, democratic societies. They are seen as sites for expansion and invigoration of the public sphere conceptualized by Habermas (1989, 2006) as a place where citizens come together and confer freely about matters of general interest, which he described as "part of the bedrock of liberal democracies" (2006, p. 412). The widely cited 2008 U.S. presidential election showed that social media are increasingly used to engage youth and marginalized groups, with many Americans voting for the first time and 46% of all Americans using the Web to access news about the campaign, share their views and mobilize others (Smith & Rainie, 2008, p. i). In a special volume focused on youth titled *Civic Life Online: Learning How Digital Media Can Engage Youth*, W. Lance Bennett (2008) concluded that "digital media provide . . . young people who have access to it an important set of tools to build social

Social media for political participation

- Australian Electoral Commission study of five electoral management bodies – 4 Australia; 1 New Zealand (Mar–Jun 2012)
  - Mostly **one-way** information dissemination
  - Deliberative discussion – boring!
  - Lack of resources to engage
  - Response time challenges
  - Fear of criticisms / wanted **control**

Macnamara, J. Sakinofsky, P. & Beattie, J. 2012, 'E-electoral engagement: How governments are using social media to try to engage/re-engage voters', ***Australian Journal of Political Science***, vol. 47, no. 4, pp. 623–39.

Macnamara, J. 2012, 'Democracy 2.0: Can social media engage youth and disengaged citizens in the public sphere', ***Australian Journal of Communication***, vol. 39, no. 3, 65–86.

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Other research findings

- Wright and Hinson (2009) reported "meaningful **gaps exist** when measuring differences between what is happening and what should be happening in terms of ... social media" (p.19)
- Tina McCorkindale (2010) reported that "most companies in the Fortune 50 were taking advantage of the opportunities of Facebook, but were **not utilizing this medium to its fullest extent**" (p. 12)
- A 2009–2012 longitudinal study by Wright & Hinson (2012) concluded: "**current use of new communications media does not come close** to matching how important PR practitioners say these new communications vehicles should be" (para. 6)
- "Both corporations and non-profit organizations **mostly utilized their Web sites as information dissemination tools**" (Sriramesh et al. 2013)

Other research findings

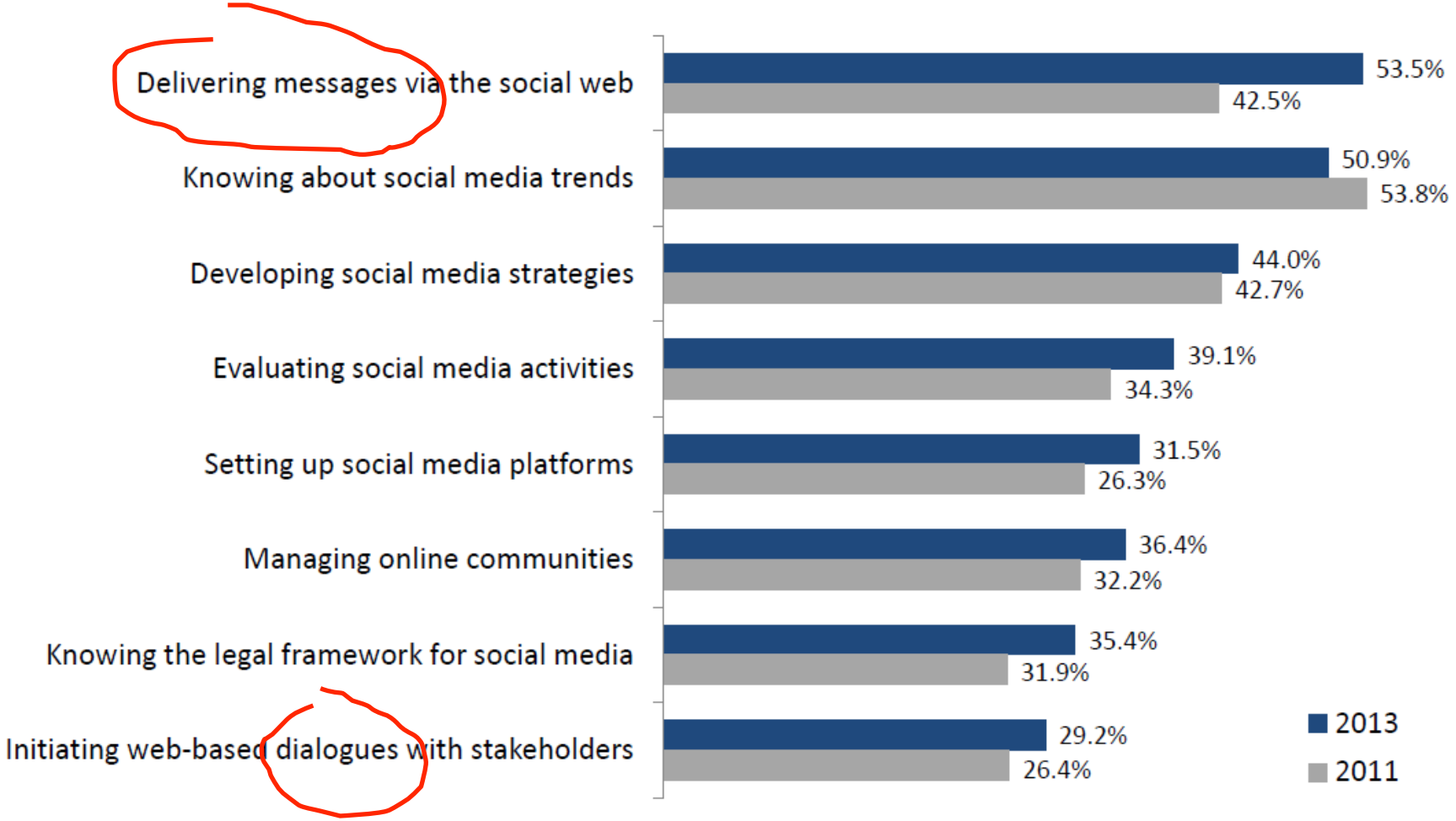
- "… social media are **not particularly welcomed by [PR] practitioners if these newly introduced options mean ceding control**" (Kelleher & Sweetser 2013, p. 109, summarizing a number of studies)
- Web sites with dialogic features are often "**very poorly used dialogic tools** … they offer useful information, but they do not do the dialogic functions very well (McAllister-Spooner 2009, p. 329)
- "… the **lack of many Web 2.0 features** diminishes the appeal of most civic engagement sites (Stephen Coleman 2007)
- While activist sites gave young users high levels of autonomy, "**institutional and government sites were heavily managed**" (Stephen Coleman 2008)

Other research findings

- "strategic" interests of political candidates "dominate the use of social media in election campaigns … **interaction** between candidates and netizens **is limited**" (Lin Chia-Shin 2013, p. 303 in a study of the 2012 Taiwan national election)
- "… although the parties make room for user input to some extent … when it comes to actually engaging with the users/the public, the parties appear somewhat unwilling". There was two-way engagement in fewer than half of all posts … "there was only **one-way traffic** on other occasions" (Karlsson et al. 2012, p. 17 reporting on 2010 Swedish national election)
- Even the Obama 2008 online campaign "**did not reply** to followers, **or indicate that direct messages were being heard**" during times of heaviest use of digital technologies (Kate Crawford 2009, p. 530)

Social media use by PR/corp comms

Communication professionals with high capabilities



www.communicationmonitor.eu / Zerfass et al. 2013 / n = 2,710 PR professionals. Q 10. Zerfass et al. 2011 / n = 2,209. Q 14: How would you rate your capabilities in the following areas? Scale 1 (very low) – 5 (very high). Percentages: High or very high capabilities reported, based on scale points 4-5.

What a social organization looks like

- Committed to **engagement**
  - Not at a superficial level such as clickthroughs, likes, follows, etc
- Three elements of engagement
  - **Cognitive**
  - Affective (**emotional** connection)
  - **Participation** (Macey & Schneider 2008)

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What a social organization looks like

- Committed to **listening – not just talking**
  - Does the "**work of listening**"
  - Creates an "**architecture of listening**" (Macnamara 2013–)
    - *Policies*
    - *Two-way systems*
    - *Resources to monitor and respond*
    - *Tools and technologies (e.g. text analysis software)*
    - *Articulation to decision-making*

Macnamara, J. 2013, 'Beyond voice: Audience-making and the work and architecture of listening', ***Continuum: Journal of Media and Cultural Studies***, vol. 27, no. 1, pp. 160–175.

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What a social organization looks like

- Balances **organizational, stakeholders and societal interests**

- Strategy
- Organisation goals
- Management
- Control?
- Governance
- Effectiveness

- Societal interests
- Others' goals
- Openness (Web 2)
- Cooperation & collaboration
- Responsiveness
- Participation

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The successful organization

- Is a **social organization**
- Embraces the '**sociocultural turn' in public relations** (Lee Edwards and Caroline Hodges 2011)
  - Listens to stakeholders, as well as informing and persuading
  - Engages through two-way communication, dialogue, participation, collaboration
  - Balances organizational interests with stakeholders' and societal interests
- **Measures and evaluates** – against organizational objectives and stakeholders' perceptions and expectations

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