Managing social media resources across the organization: building a framework for encompassing social media management from the operational to the strategic level

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1- Introduction

It is always a fight to be the Social Media Manager--- Respondent A, large company Denmark

In my pilot study, discussions about social media often included a focus on fights for resources between Marketing and Corporate Communication departments in respondent's organizations. Understanding tensions brought on by social media uses in organizations seems to point to departmental territory fights. However, territory is not underlying issue--it also seems that an understanding of what social media does for the organization is part of the problem. For example, understanding social media as tools for existing functional strategy versus social media as strategic in itself can be understood as part of the cause for these tensions. These two key areas--fights for ownership, and understanding of "what social media does," help demonstrate why Respondent A focuses directly on Social Media Management as a fight.

Examples of fights for ownership from different organizations can be seen in the following comments:

Communication focus:

"The social media strategy is part of the communication strategy. So, in that part I do have some KPIs to get and that’s about getting more, that’s more people (what’s called in English?) getting more views on a post, on our stuff and also, as that rises, get the interactions to follow so we keep on having active people..”
--Respondent D, large company, Denmark

Marketing focus:

“As we do, social media strategy follows marketing strategy and sometimes should be matched to another department in the organization.
--Respondent F, Small division from a global company, Denmark

- Examples of understanding social media as an operational strategy (tactics) level can be seen in the following comment:

“I am going to have to say my point of view. Social media are tools like everything else and other media.”
--Focus Group A, SME Company, Denmark

- Examples of understanding social media as strategic tools can be seen in the following comment:

“I think, if you look at social media, if you really want to have success, you need to prioritize it and need to integrate social media as a business driver generally.”
--Respondent E, large public organization, Denmark
These quotes indicate fighting based on differences of practice or use and ownership. This fight can be understood as being about lack of knowledge related to social media coordination across the organization. Correspondingly, many scholars recognize this issue when they call for future directions. They describe this issue in terms of coordinating social media through internal collaboration with more complex links between departments (Edosomwan et al., 2011; Rodriguez, Peterson, & Krishnan, 2012, Smith, B. G. 2015; Breakenridge 2012; Deans 2011). Building on this, Kampf and Mohamadreza 2016, use the term, “Across the organization” to describe the combination of these complex departmental links.

To address this gap, this exploratory project conceptualizes how organizations can understand social media management across the organization. Expected outcomes focus on building deep understandings of underlying issues related to the fights that social media managers currently describe to enable organization and CEOs to understand and develop strategies for managing social media resources. Therefore, this research project draws on communication perspectives applied to multidisciplinary and multilevel lenses which reveal operational (tactical), functional and corporate levels of strategy.

Figure 1: Social media management from Multi-disciplinary approach
2- Research Questions

The proposed research study explores the emerging field of social media management from a communication focused approach that considers multi-disciplinary perspectives and a multi-level analysis for strategy, focusing on literature from Marketing, PR/CC, IT, and open strategy perspectives to coordinate social media management across organizations.

Thus the main research question is:

- How can we (re)define social media management from a holistic view to explain an organization-focused perspective?

This research question can be broken into the following four sub-questions:

- Building an organizational perspective
  RQ1: What are underlying issues related to social media management from an organizational perspective?

- Interdepartmental communication at the tactical level
  RQ2: To what extent and nature does communication related to social media at operational strategy levels happen across departmental lines?
    a) How do PR/CC professionals and MR professionals interact with respect to the tactical level?
    b) How do PR/CC professionals and IT professionals interact with respect to the tactical level?
    c) How do IT professionals and MR professionals interact with respect to the tactical level?

- Coordinating tactical and functional levels of strategy
  RQ3: To what extent do social media professionals coordinate among functions and between functional strategy and tactical strategy levels?
    a) How do social media professionals coordinate social media strategy with marketing/PR/IT strategy at functional strategy level?
    b) How do social media professionals coordinate social media strategy between the tactical and functional strategy levels?
Coordinating open strategy at the corporate level

RQ4: What resources from open strategy are taken in by the organization?
   a) How do resources for open strategy flow between levels?
   b) To what extent and how do these resources affect strategy at each level?
   c) How does communication reflect this process?

Figure 2: Research questions

3- Primary Literature review/ Theoretical Framework

3.1- Marketing Perspective

In the marketing literature, three key lines of argumentation emerge; they describe how to use social media as a catalyst to facilitate marketing processes in order to achieve marketing objectives. These can be explained as social media in terms of tools for 1) IMC; 2) branding issues and 3) co-creation. Together these demonstrate how marketing can take full advantage of social media to support marketing strategies (functional level) in the organization.

1) Social media as IMC tools

Integrated marketing communications attempts to coordinate the different elements of the promotional mix—advertising, personal selling, publicity, direct marketing, and sales promotion—to produce a unified customer-focused message and, therefore, achieve various organizational objectives (Boone & Kurtz, 2007, p. 488). Social media are considered as tools in IMC in two different ways, 1) Hanna et al. (2011) integrated social media as a new media which is part of traditional media. They draw on an ecosystems approach for understanding online social media situated with traditional and digital media environment to integrate social media with marketing communication tools. 2) Social media as "hybrid elements of the marketing mix" to show the connection of social media strategy with IMC.
strategy. They describe social media as having two key connections--the traditional media with business to consumer connections, and the new social media connection, which connects consumers to other consumers (Mangold and Faulds, 2009). Marketers listen to this new communication paradigm to improve marketing performance goals (Mangold and Faulds, 2009; Ginger Killian, Kristy McManus, 2015; Berthon et al, 2012).

For getting benefit from social media in the IMC process, scholars provide different insights in marketing contexts. Felix, et al, (2017), suggest four general social media marketing dimensions. Companies can apply these when managing their strategic social media marketing. These four central dimension include scope (both externally and internally), culture (which is characterized by a more permeable, open, and flexible social media marketing), structure (Networks which all employees are responsible), social media marketing governance (rules and guidelines). At the operational level, Tsimonis, et al, (2014), consider the main social media actions of marketing departments to include announcing new products/services, interacting with fans, providing advice and useful information, and handling customer service issues. They discuss the increasing popularity of social media, competitors’ presence, headquarters’ strategy, and cost reduction pressure as marketing manager’s motivation to engage with social media. In addition, the expected social media outcomes for companies include interactions with customers, creating/enhancing customer relationships, brand awareness, customer engagement, product promotion/increase of sales, and the more targeted acquisition of new customers. They present a flowchart for social media strategy as aligning the corporate and marketing strategies with external factors such as competitors, viral nature and cost. Together, these scholars demonstrate that social media is positioned as a subset of integrated marketing communications (IMC). In summary key concepts are “hybrid elements of the marketing mix”, motivation and action of social media marketing, media ecosystems and aligning social media strategy with marketing strategy configure what, how and why social media management can support IMC tools.

2) Social media as branding tools

Hanna, et al. (2011), suggest that social media transforms the internet from a platform for information to a platform for influence; this influence comes from the brand experience. Engaging in social media will lead to brand building by supporting the brand experience, for instance through the impact of online word of mouth on branding key concept include the effect of eWOM in brand awareness, image, loyalty, market research, consumer behavior, sales, and other marketing variables.
Word-of-mouth has been a topic of interest to marketing research for more than five decades. Kaplan (2011) defined viral marketing as the sharing of information about product, or brand between a consumer, friends, and acts, in social media platforms. So viral marketing can be seem as electronic WOM for everything about brands and the company or product with in social media. Viral marketing is created through a focus on the right target group, message (memorable and interesting) and environment (Kaplan, 2011). eWOM affects consumer perceptions of value and customer loyalty (Gruen, et al, 2006). They considered customer to customer know-how exchange has impact on customer brand loyalty and brand awareness by survey and using MOA theory (motivation, opportunity, ability). Although Kaplan and Haenlein (2012) consider that social media has effects on brand image and brand awareness by analyzing the Britney Spears social Medias. Besides, who and how create eWOM in the organization are critical issue for marketing scholars. For instance, Schivinski and Dabrowski (2016), examine how created and user generated content affects brand equity, brand attitude and purchasing, through an online survey across three different companies. Their findings illustrate that UGC has effects on brand equity and awareness. Although they suggested marketer induce consumer to participate in social media campaign by providing relevant content and information for consumers. Gamboa, et al. (2014), by examining fans and non-fans of the Zara brand on Facebook through online surveys, discovered that Facebook enhances relations that increase loyalty via trust, customer satisfaction, perceived value, and commitment. The results show that these relationships are stronger for fans than non-fans.

Moreover, from a sales organization perspective, Andzulis, et al. (2012) argue that no matter how organizations view selling, selling processes will be “affected by the organization’s adoption of social media”. For instance, Moncrief, et al, (2015) focus on understanding the changing sales world through social media. They consider sales functions and performance as affected by social media. They found social media affects 1) sales functions by these five factors: way of supervision, recruitment process, training employees, compensation and deployment, and 2) sales performance by sales role, skill, and motivation. De Valck, et al. (2009), focus on how virtual communities have effects on decision-making processes. Their findings show that online communities have effects on various phases of the consumer decision-making process, particularly in phases of searching information, as well as social network effects on need recognition and actual post purchase behavior. Park, et al. (2007), consider the quantity and quality of online consumer review on social media platforms. Their findings include: a) the quality and quantity of consumer reviews has a positive impact on consumer purchasing intention, and b) the importance of managing online consumer reviews strategically by way of a
communication channel. In addition, Chen (2011) focuses on relationships between eWOM and marketing variables (price and quality). They analyze consumer online posting behavior (who post review about what), together with price, and quality of products. The study showed that most of the consumers have a tendency to post their comments on both high and low price of products, and brand image affect the number of posts. Kozinets (2002) refers to social media, as important source for market research. He focuses on two main reasons for companies to be interested in online brand communities: word of mouth and market research. On the other hand, Kaplan (2012) defines mobile social media and how companies can use social media for market research, communication and sales promotion by presenting four I’s (individualizing, involve, initiate, and integrate).

To sum up, this part focuses on the literature review supporting social media as a new channels of brand management for marketing scholars to explain how social media communication affects branding issues such as: brand equity, image, attitude and acts, and, consequently, consumer purchase intentions. Therefore, scholars in marketing contexts focus their investigation on social media as a catalyst in branding and sales process.

3) Social media as co-creation tools

Co-creation is an interactive process which developed by Prahalad and Ramaswamy (2004). They defined it as, “the value co-creation process is not just by the manufacturer or supplier, but is collaboration between the manufacturer.supplier and the consumer of the product or the service.” Based on this concept, marketing scholars investigate into value co-creation by developing models to engage customers with manufacturers or suppliers.

Kao et al. (2016) focus on the concepts co-creation with consumers by social media. This study focused a five-stage model (Interact-Engage-Propose-Act-Realize, IEPAR) for applying social media to co-create with consumers through in-depth interviews. More recently, Ng et al. (2010) investigate business-to-business services using the value co-creation framework. Payne et al. (2008) explore the nature of value co-creation in the context of service-dominant logic by developing a conceptual framework for understanding and managing value co-creation. Echeverri, P., and Skålén, P. (2011) argued that interactive value formation is not only associated with value co-creation but also with value co-destruction. They identify five interaction value practices – informing, greeting, delivering, charging, and helping – and how interactive value formation takes place, as well as how value is inter subjectively
assessed by actors at the provider–customer interface. Hajli, et al. (2017) focus on co-creation of value in the branding process with members of online communities through 45 interviews with members together with three interviews with top managers of the three brands in these communities. They used content analysis to show that there is a relationship between interactions of customers in online brand communities with customer brand loyalty. They recommend that companies focus on online brand communities to facilitate relationships with consumers in order to build brand loyalty for branding co-creation purposes.

In conclusion, Figure2 illustrates key issues in a marketing perspective related to social media. Marketing scholars set up particular purposes for social media management in the organization such as promoting products or services or brands, managing consumer relationships, brand management, and sales. In addition, marketing scholars tend to have close collaborations with other department in order to co creation of value in branding processes. They also demonstrate marketing’s focus on aligning the social media strategy with marketing strategy. Marketing perspectives investigate two-way connections with external environments for achieving marketing strategy via social media platforms. This literature configures social media management in two different levels, 1) operational strategy level (e.g. eWOM, brand awareness and image), and 2) functional level (social media strategy and marketing strategy).

![Figure 3: Overlap area between marketing perspective and social media management](image)

3.2- PR and corporate communication Perspective

In PR and corporate communication, both researchers and practitioners point to the importance of social media in a holistic perspective with respect to communication, revealing a PR and corporate communication viewpoint. Managing online corporate reputation, stakeholder management, crisis communication and social media management are main issues that configure social media in this perspective. Here, one can say that it is the catalyst to facilitate online corporate reputation processes in order to achieve PR/CC objectives. These keys area demonstrates social media as a central contribution
to an online organizational reputation. There PR/CC leads most of these activities in two level (operational and functional) to support PR/CC goals in the organization.

I) Social media as an online corporate reputation tool

A review of the literature demonstrates research on how Public Relations practitioners manage social media on different platforms such as Twitter, Facebook, and blogs to manage online reputation (Wright & Hinson, 2012; Macnamara and Zerfass, 2012). Through a survey of German and Australian PR managers, Macnamara & Zerfass (2012) found key factor with regard to the dynamics of social media use in PR could be seen in the regulatory framework for social media policy. This study suggests that the PR field should focus on developing basic structures for social media management in the organization, which should not be limited to communications activities. Regulatory frameworks include 1) guidelines and social media policy towards ways in which employees use social media platforms, 2) dedicated budgeting and social media team, 3) training employees, 4) organizational structures and 5) organizational cultures supporting social media (Zerfass, 2012). Dijkmans, et al. (2015) found that engaging consumers with company's online activities is positively related to online corporate reputation, based on survey among 3531 customers and non-customers of an international airline. Neill & Moody (2014) focused on the growth of social media affecting PR practitioners’ power because of their role in online reputation management. They identify nine strategic roles for social media communicators including internal collaborator, policy maker, policing, technology tester, communication organizer, issues manager, relationship analyzer, master of metrics and employee recruiter. These roles were based on two focus groups and a survey of Public Relations and Human Resource practitioners. The focus groups included several departments PR, Marketing, Human Resources, Legal, IT, Sales and Customer Service. In their framing of social media management Public Relations leads most of these activities; also, Human Resources is presented as a close collaborator.

Dreher (2014) examines the risks of employee social media use in the organization. She presents an eight point strategy for encouraging social media use across an organization, based on a case study of “Domo—a business intelligence company.” These eight points are research, access, commitment, social media team, guidelines & policies, training & education, integration, and goal setting & measurement. She mentions social media team as responsible for planning and implementing social media projects. This team reported to the communications department, and worked in close collaboration with other departments, including Human Resources, IT, and Marketing. This structure
for managing the social media implies that social media can be seen as central contributor for managing organization’s online reputation (Arthur et al, 2012; Brito, 2012).

Floreddu et al. (2014), focus on optimizing online corporate reputation by examining relations between social media communication strategy and online reputation. Dekay (2012) focuses on negative comments on Facebook by analyzing corporate reactions. He finds that there is a general lack of corporate strategy in responses, and general negative fan responses to marketing postings. Smith (2015) focuses on a collaboration among all communication functions in the organization (i.e., marketing, advertising, communication, PR). This study shows that social media communication strategies may be flexible and adaptive to control and promote the organization or its products and services.

Based on a multi case study approach, Allagui, et al. (2016) examine four award-winning PR campaigns in different social media platforms to determine effective uses of social media for Public Relations. They find the following trends in best practices: digital storytelling techniques, content sharing, target audience involvement, optimized for mobile displays, and timely content. They conclude by suggesting that, while marketers believe social media has effects on brand awareness and reputation management, the effective use of social media in Public Relations is to generate conversation, help brand positioning, and maintain brand.

To summarize, PR/CC literature about social media focuses on research designs with support for PR/CC practitioners in managing online corporate reputation through mentioning the key role of communication departments as controlling social media across the organization by close collaboration with other departments (i.e., Marketing, IT). Therefore, scholars in this field try to investigate basic structures for social media management in order to manage online corporate reputation.

2) Social media as stakeholder and crisis management tools

Stakeholder Relationship Management becomes a strategy focus for Corporate Communication in social media contexts (Men, et al. 2013). Men et al assume that the purpose of strategic communication is to manage stakeholder relations through building long-term relationships. This research focuses on a conceptual model incorporating social media dependency and several social relationship factors, including parasocial interaction, perceived source credibility, and community identification, that publics’ engagement on social media by online survey. The results showed social
media usage and relationship-oriented factors play an important role on public engagement. Men et al, conclude with implications for internal organizational actions, but also highlights external communication practices as well as understanding stakeholder motivations for engaging with companies in social media. Haigh et al. (2013) examine Facebook as a Public Relations tool to focus on corporate presentation of information and subsequent effects on stakeholders.

Online crises with reflections on strategic risks and responses (Etter and Vestergaard, 2015; Romenti et al, 2014) and practitioners’ experiences of the Internet in crisis communication (Molesworth, 2006) are other issues related to social media from Corporate Communication perspective. Huang et al (2013) examine social media effects on organizational rhetorical practices, considering social media as an extension of internal communication via organization’s intranet. With multiple case studies, they find that 1) social media affects ways in which employees communicate publicly with each other, and 2) in internal communication contexts, social media allows for multiple voices and targeted communication, simultaneous wider reach and richness, as well as combined production and consumption of the rhetorical context. Veil, et al. (2011) demonstrate how communicators can use social media tools to manage risks or crisis communication. They explain how social media tools can be used to manage risks and crises by providing recommendations for practitioners in this situation. Kim, et al. (2016) focus on the Alibaba case, which they found was successful at averting a social media reputation crisis by adopting the crisis response strategy of humorous self-mockery. Kim, et al’s study illustrates the importance of utilizing a CEO’s personality and parasocial relationship in a crisis response. Through qualitative and quantitative content analyses, Ott and Theunissen (2015) investigate potential risks of social media for stakeholder relations inappropriate strategies through analysis of three cases of social media crises. Each case applied different strategies for engaging with their audience, with different outcomes. In comparing these cases, authenticity of voice and transparency were recognized to be factors for success, while risk factors included engaging indiscriminately with emotional individuals who could potentially increase an issue. Together, these cases offer strategies for engagement during social media crises.

Figure3 shows the overlap of concepts between the PR and social media management. These key concepts developed by PR scholars describe the role of social media in online corporate reputation management from PR and CC perspectives through different concepts: managing stakeholder, crises communication, risk management, close collaboration with other department, and aligning the social
media strategy with corporate communication strategy. They configure social media management as communication tools to communicate with their stakeholders in order to manage crisis or manage online corporate reputation. Particularly, PR/CC scholars consider social media as a catalyst at the tactical strategy level (crisis or stakeholder management) to achieve their functional goal (online corporate reputation) in the organization.

![Figure 4: Overlap area between PR/CC perspective, Marketing and social media management](image)

3.3- IT perspective

IT perspectives could be seen as related to the supportive roles of IT practitioners in organizations from internal and external user perspectives. 1) Internal user perspective: help other functions to achieve their functional goals, and to adopt and implement social media in the organization. 2) External user perspective: figure as an important technology to enable organizations related to support collaborative knowledge sharing, engaging the stakeholders by focusing on UGC, promoting the value co-creation process in the organization. Particularly, social media from an IT perspective include a highly developed sense for support throughout the organization to improve organizational performance (Andriole, S. J. 2010).

1) Internal user perspective

Concepts related internal user perspectives configure an understanding of using social media, a) successful adoption in the organization, and b) help for other sections in the organization (e.g. marketing). Benefits of adopting social media throughout organizations has been interest for IT/IS scholars. For example, such as Chung, et al., (2017) focus on understanding the effects on adoption and usage of social media, by developing social media stages-of-growth. Based on their findings, organizations should be aware about, 1) “what growth type they are in order to learn from organizations
of the same type”; (2) understand “what to expect in the future as the adoption process grows”; and (3) know “how to proceed to reach the next stage”.

In addition, scholars in IT/IS help other field to construct a better understanding about how social media influence customers and organizations. For instance, Dellarocas (2003) investigate effects of online feedback on management activities in the company, including brand building, customer acquisition and retention, as well as product development. Overlapping with marketing perspectives, IT scholars also mention eWOM as communicating with customers about a company, product, or service through Internet-based technology (Lee, et al., 2013). IT scholars also investigate the impact of eWOM on sales (Forman, et al. 2008), and sales distribution (Lee, et al, 2011). Increase in product purchase generated by eWOM was also mentioned as the effect of customers’ trust in products (Kim, et al., 2009; Cheung, et al., 2009; Forman, et al., 2008).

To sum up, IT perspective has a tendency for close collaboration with other departments to successfully adopt with social media in the organization and support them to achieve their functional goals. Their main concerns of IT scholars are shaped by the supportive role of IT systems to increase the efficiency in the organization, demonstrating the internal user perspective.

2) External user perspective

Regarding the external user perspective, IT/IS Scholars, efforts to support organizations focus on managing the data which comes from external audiences. Stakeholder engagement, value co-creation, and knowledge management, are keys areas to support organizations from an external user perspective. Regarding stakeholder engagement, they focus on the content generated by users. IT scholars investigate why users generate content and how companies can managed it. For instance: Herrero, et al. (2017) use the Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) as a reference, and find in a sample of 537 tourists, three main drivers of users' intentions to use social network sites to generate content about their experiences. These are habit, performance expectancy, hedonic motivation. Silva, et al, 2017, claim the content generated by users should be taken to account by companies, particularly during crisis situations. Kim, et al. (2016) examined the influences of positive brand-related user-generated content shared via Facebook on consumer response showing a significant impact on brand engagement, and potential brand sales.
IT/IS scholars focus on better understandings of the interconnections between customers and companies by examining their points of view towards engagement in co-creation process as follows:

1) From the customers purpose: Zhang, et al., (2015) developed a model to improve customers’ co-creation experiences and affect consumer’s intention due to participate in co-creation in the future, based on the stimulus–organism–response paradigm. The results of their study illustrated that the future participation purposes are influenced by customer learning value, social integrative value, and value received by consumer. Kao, et al., (2016) also examined factors that drive consumers to engage in co-creation in social media. According to their findings, the relationship between perceived usefulness and customer attitudes toward co-creation via connected to level of consumer engagement. 2) From the company’s purpose: Ho (2014) focused on the trust and value co-creation to analyze how electronic Word-of-Mouth (eWOM) affects purchase intention in social network sites (SNSs). Based on their results eWOM had an impact on value co-creation, and consequently value co-creation had an effect on purchase intention.

In addition, IT/IS scholars mention roles of social media in knowledge management for organizational survival (Yates, 2011). Yates, D., & Paquette, S. (2011) showed social media has effect on knowledge sharing, and decision-making process in emergencies management through the lens of the 3-T framework (transfer, translating, and transforming). Mäntymäki, and Riemer. (2016) focused on adopting a knowledge management perspective on Enterprise Social Networking (ESN) to provide guidelines for developing organizational ESN policies based on a mixed methods approach. They investigated employee’s use enterprise social networking to obtain new ideas for work and finding solutions for work-related problems.

External and internal user perspective, demonstrate key trends emerging in IT literature. Analyzing IT perspective demonstrated the supportive role of IT in the organization. On one hand, there is overlap between the IT, MR perspective (such as eWOM and co-creation process), and IT and PR in operational level. On the other hand, close collaboration between IT strategy to support other functional strategies and align with the social media strategy cloud be mention as a challenge at the functional level. Tavakoli et al (2017) bridge IT support strategy with open strategy, thus leading to next section examining social media in the context of open strategy.
3.4 Organizational strategy and social media; from strategy to open strategy

In recent strategy literature, we can observe a growing interest in various forms of open strategy making processes (Whittington, Cailluet & Yakis-Douglas, 2011; Doz & Kosonen, 2008). Open strategy-making refers to the inclusion of actors in the strategy-making process who have been previously excluded, and are often situated outside of an organization’s formal boundaries. Social media play a vital role in this process. From the strategic perspective, social media configure as vital technology which create new opportunities for internal and external audience to collaborate with organizations in corporate level.

Strategy considered as the long-term direction of company. According to the strategy literature review, three levels of strategy can be seen in the organization; Operational, functional and corporate strategy levels, which will be explained in the following section. Strategy development has traditionally been exclusive to the C-suit level (top management) and regarded as secret and high control (Whittington, Cailluet, and Yakis- Douglas, 2011). The strategy guides actions implement by Lower levels of management and the employees through mobilizing allocated resources and translating the strategy into coordinated functional goals and activities at the operational level (Johnson et. al., 2008; Watson, 2006; Hatch, 1997). However, there was the Lack of notice on the potential value of external sources, were over looked. For example, innovation or sources of value creation in the strategy process. Firms have focused “closed innovation” by keeping development of new tools or products or production processes internal (Ahlstrom, 2010). To obtain external knowledge from interaction with environment and external sources, organizations are increasingly adopting with Web 2.0 technology as open innovation.
According to Henry Chesbrough (2003), open innovation is a paradigm that shows companies can use purposive inflows and outflows of ideas to accelerate internal innovation for external use of innovation to expand their paths to markets (Chesbrough et al., 2006, p. 1). The scope of the concept “open” in open innovation requires a rethinking of strategy (Chesbrough and Appleyard, 2007). To obtain competitive advantage through implications of strategic sense of innovation a need for a new approach to strategy “open strategy” was proposed by Chesbrough and Appleyard (2007). In open strategy, the traditional business strategy is balanced with the open innovation (Chesbrough and Appleyard, 2007). The created balance in an effective open strategy helps the organizations to use the openness as a mean of expanding value creation to not to lose the sight of value capture during the pursuit of innovation.

*Open strategy (OS)*

More openness in the strategy process and promoting broader actors’ participation were key aspect of open strategy as developing by Chesbrough and Appleyard (2007), and Doz and Kosonen (2008). The open strategy has been picked up by various authors using different labels, for instance: “democratizing strategy” (Stieger et al., 2012), or “open-source strategy” (Newstead and Lanzerotti, 2010), or “strategy as a practice of thousands” (Dobusch and Muller-Seitz, 2012). A number of benefits for organizations are offered by open strategy including: First, facilitating on approach for strategy ideas, commitment, and understanding in strategy implementation across the organization (Whittington et al., 2011). Second, expanding sources for knowledge and expertise from all parts of the organization through pulling and tapping into the wisdom of the crowd (Surowiecki, 2004). In addition, Open strategy (OS) refers to the diffusion of strategic decision making across organizational levels and among a wide cross-section of internal and external stakeholders. In the other words, open strategy goes against the traditional strategy thinking in two respects, challenging traditional notions of innovation as secret, and as controlled.

Whittington et al. (2011) explained the concept of open strategy by focusing on two general principles of inclusiveness and transparency. Inclusiveness refers to participation in the “strategic conversation” of an organization where views are exchanged intended to shape the evolution of the organizational strategy. Transparency refers to the visibility of information about an organization’s strategy during the strategy formation process (Mantere and Vaara, 2008). Aten and Thomas (2016) used a case analysis to explore organization use of crowdsourcing technology in a move from a
traditional to an open strategizing approach. Drawing on technology affordances and communicative-as-constitutive perspectives. They identified individual and collective crowdsourcing technology affordances for strategizing. Subsequently, results showed that crowdsourced strategy was constituted as multi voice, divergent, egalitarian, and inclusive. Hutter, et al. (2016) drew on community research to demonstrate that OS enhance to the development of strategies, and organizational learning due to employees' increased sense of community and stronger organizational commitment. They examined forms of participation behaviors and their effects on organizational and virtual senses of community. They illustrated the three forms of participation behavior as submitting ideas, commenting, and evaluating or voting.

OS currently takes place in social media and online environments (Aten and Thomas, 2016; Dobusch and Kapeller, 2013; Stieger et al., 2012). From a strategic standpoint, social media enables activities of organizational actors inside a company to actively shape strategy (Haefliger et al., 2011). A McKinsey survey, for instance, has found that social networking, blogs, and other web 2.0 applications are used by many companies in strategy processes to scan the external environment, to find new ideas, to develop strategic plans, or allocate resources. (Bughin, Manyika, and Miller, A. 2008)

On the other hand, IT scholars claims that “IT is central to the doing of strategy itself. In other words, they are not strategizing about IT use, but using IT for strategizing”. Recently, Open approaches to operational work in organizations (e.g., crowdsourcing and open source development, open strategy, co-creation) have been of particular interest to information systems (IS) researchers. Tavakoli, et al. (2015) analyzing the characteristics most commonly attributed to open strategy, and propose a consolidated definition of open strategy. They develop an open strategy process model and use it to re-analyses four open strategy case studies, Later in 2017, they develop a theoretically comprehensive conceptualization of open strategy as a practice with the heighted the role of IT in this process. Their findings mention that organizations with appropriate IT platforms, such as social networks, wikis, can interact with all practitioners and react to their discussion (“transparent discourse”). Ideas are collaboratively and iteratively developed (co-creation) during the conversations. The practitioners can take decision to follow the interesting issues (“democratic decision making”).
From the open strategy perspective, the role of social media is determined in terms of action at the corporate level in the organization. Through an open strategy, all organizational levels and among a wide cross-section of internal and external stakeholders are engaged with the corporate strategy.

Figure 6: Overlap area between IT and strategy perspective and social media management
4- Tensions between disciplinary perspectives

A) Different configurations of concepts

Different disciplines focus on subsets of concepts to describe social media interactions, which can be used by different divisions in an organization. For instance, Stakeholder Management, crisis communication and online corporate reputation are key social media concepts from the PR/CC discipline. In contrast, eWOM and branding issues are key social media concepts from a marketing perspective. For instance, during a crisis, marketing perspectives conceal the broader concerns of crisis communication such as corporate reputation beyond the brand level. These groupings of concepts can be understood as configurations. Table 1 illustrates different configurations of concepts related to social media management across disciplines. Figure 6 illustrate different configuration between MR and IT fields. Consequently, in considering social media management from multi-disciplinary perspective, a broader range of available concepts enable a holistic perspective. This, in turn, offers a synergy, that draws on divers expertise across the organization because social media expands the interfaces an organization needs to manage (Kampf, Haahr, and Mohammadreza, 2017).

<table>
<thead>
<tr>
<th>Context</th>
<th>PR/CC Literature</th>
<th>Marketing literature</th>
<th>IT Literature</th>
<th>Strategic literature</th>
</tr>
</thead>
<tbody>
<tr>
<td>EWOM</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Co-creation</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Functional strategic level</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Branding issues</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Stakeholder management</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Social media strategy</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Corporate reputation</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Crises communication</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Corporate strategic</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

Table 1. Configurations of social media concepts across disciplines

B) Tensions in levels of focus across the organization related to strategy

Tensions emerge due to different configurations of concepts between disciplines in turn leading to tensions in levels of focus across the organization related to strategy. To understand these levels of focus, I categorized these different configurations at three strategy levels based on coordinate

Figure 7: Example, different configuration between Marketing and IT-ASs
Activity theory: The triangles represent each of actor (disciplines) and circles shows their goals/ desired outcomes about social media and online environments. The overlapping parts of the circles indicate areas of agreement between the affected actors’ outcomes while the rest of the circles cover areas of contradictions resulting from their practices.
preliminary data with concept from literature review (Figure7). The three levels can be defined as 1) Operational strategy level or Tactics (Schultz, et al 1987), 2) Functional strategy level (Platts, et al. 1998), and 3) Corporate strategy level (Rumelt, 1974). Although, Kampf and Mohamadreza 2016, found that the dominant coalition in their case organization discussed social media using more references to tactics than middle level managers and the online team. This implies tensions between organizational structures and levels of understanding social media strategy.

1) Operational strategy level or tools

Operational strategy level can be defined as front office uses for social media (Van Looy, 2016) as two-way connections between the organization and the public (Kaplan, 2012). Schultz et al, (1987) describe a taxonomy of tactics and strategy to distinguish between them. Their description of tactics related to project management includes Mid-to-lower levels of management, as well as short term, narrow and problem specific level of details. Some organizations adopt an operational strategy to deal with all of the minutiae that encompass the organization's day-to-day routine, such as dealing with customer complaints. This description can be applied in social media management to understand a tactical level because social media management requires collaboration across the organization much like projects. Social media management in tactical level approaches social media as a tool, such as using bloggers to improve eWOM in marketing contexts and increase the reach in advertising campaigns.

2) Functional Strategy level

The functional strategy level can be seen an area of operational management based on a specific department or discipline within an organization, such as Human Resources, IT or Marketing which derived from corporate strategy (Platts, et al. 1998). Front office departments interact with the external audience, which should pass relevant information on to the back-office departments to create value by providing efficient knowledge for other functions (Van looy, 2016). For instance, social media can give insights, to evaluate organization’s marketing strategy, to proactively build brands (MR), or to avoid a crisis in PR strategy. In addition, the R&D department (OS) can profit for innovating its products and services by encouraging new ideas from its customers (Van Looy, 2016).

From a functional strategy level, Each discipline use social media as a catalyst to achieve their functional goals such as Marketing scholars describe the role of social media strategy as promote a
product or service to achieve marketing goals, managing consumer and building long relationship, brand management, sales, and acts.

3) **Corporate strategy level:**

Social media creates strategic value at a corporate level when it is applied in systematic ways (Van looy, 2016, Arora & Predmore, 2013). The main concerns in Corporate level strategy is what set of businesses should this corporation, “be collection of businesses” (Hedley, 1977). Companies can use strategic management to social media to take advantage and create business value by analyzing the recent situation of each business (market research by social media), (Van looy, 2016), and using for strategizing. The roles of social media is highlighted in corporate strategic level in the organization by open strategic perspective (Dobusch and Kapeller, 2013). Social media is engaged with all organizational levels and among a wide cross-section of internal and external stakeholders in order to managing online platforms to create and capture value in the organization (Aten et al, 2016).

![Figure 8: Three different strategic levels](image)

Consequently, Figure 7 shows social media management from multi-level perspective and multidisciplinary approach, a comprehensive set of activities in the organization enables a holistic perspective, which offers 1) consistency the social media content between MR/IT/PR, managing the front office in online environment (operational strategy level). 2) Align social media strategy with marketing and PR and IT strategy congruent between the functional and operational strategy level (Functional strategy level). 3) Align social media strategy with corporate values, mission and strategy and using it to give insight for corporate strategy (Corporate strategy level). Regarding the multilevel approach, Kampf and Mohammadreza 2016, illustrate that social media can be used across the organization in different level. However, there is lack of knowledge about How CEOs can understand social media management from tactical to strategic level in multidisciplinary approach. (Kampf et al, 2016)
5- Research Design

The methodology part presents my plan for answering the research questions of this study. This section emphasizing the philosophy of science and the methodology. Research design analysis requires 1) consistency between the purpose of the study, research paradigm, research design and theoretical contributions; 2) selecting methods that permits the study to answer the research questions.

5.1- Philosophy of science

The PhD project is positioned within the social constructivist paradigm. Social constructivism is based on some assumptions such as reality, knowledge, and learning. Social constructivists rely on reality mentation to relationships between the members of the society create the properties of the world (Kukla, 2000). Knowledge is a human product also socially and culturally Constructed (Prawat & Floden, 1994). People understand the meaning through their connections with other and with their environment. Learning take place only when individuals are involved in social activities. This means that I am not seeking to determine what social media management is, but effort to highlight how social media management is discursively constructed by interaction with practitioner in work place. This paradigm able me to understand the interaction between the people to identify the tension between different functions. When subscribing to a social constructivist position, it follows that there is no one true reality and science is subjective and created through the interplay between the researcher and the researched (Moses and Knutsen, 2012). The interplay between the subject and the object is a premise within the constructivist position, contrary to the naturalistic position, which considers it a problem (ibid.). The implications of this interplay between the subject and the object will be elaborated on in the following sections.
### 5.2- Methods

<table>
<thead>
<tr>
<th>Research Question</th>
<th>Figure</th>
<th>Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Building an organizational perspective</strong></td>
<td><img src="image1.png" alt="Diagram" /></td>
<td>Thematic analyzing: Three focus group across the organization from a Danish SME followed by 7 interviews in Danish organizations.</td>
</tr>
<tr>
<td>RQ1: How can we (re)define social media management from a holistic view to explain an organization-focused perspective?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Interdepartmental interactions at the tactical level</strong></td>
<td><img src="image2.png" alt="Diagram" /></td>
<td>Engaged research (Van de Ven 2007) (Appendix B). Data to be gathered includes Participant observation, and follow up interviews in a case company. By using Activity Theory to identify tensions in interactions and agreements between activity systems in three levels. Thematic analyzing for exploring pattern and themes.</td>
</tr>
<tr>
<td>RQ2: To what extent and nature does communication related to social media at operational strategy levels happen across departmental lines?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) How do PR/CC professionals and MR professionals interact with respect to the tactical level?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) How do PR/CC professionals and IT professionals interact with respect to the tactical level?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) How do IT professionals and MR professionals interact with respect to the tactical level?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Coordinating tactical and functional levels of strategy</strong></td>
<td><img src="image3.png" alt="Diagram" /></td>
<td></td>
</tr>
<tr>
<td>RQ3: To what extent do social media professionals coordinate among functions and between functional strategy and tactical strategy levels?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) How do social media professionals coordinate social media strategy with marketing/PR/IT strategy at functional strategy level?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) How do social media professionals coordinate social media strategy between the tactical and functional strategy levels?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Coordinating open strategy at the corporate level

RQ4: What resources from open strategy are taken in by the organization?

a) How do resources for open strategy flow between levels?

b) To what extent and how do this resources affect strategy at each level?

c) How does communication reflect this process?

Data to be gathered includes Participant observation in a case company.
5.3- Analysis strategy

The analysis strategy for this study is based on 1) Thematic analysis (Stirling, 2001), and 2) Activity theory (Engestrom, 2000). Thematic analyzing enable researcher to deep understanding and construct pattern and themes from collected data. Activity theory identify contradictions resulting from different discipline to elaborate and discover tensions, and discuss their implications for the different perspective (IT, MR, PR/CC, and OS) in related to managing the social media in holistic way in the organization.

5.3.1- Thematic analysis

Thematic analysis offers an effective method for analyzing qualitative data (Attride-Stirling’s, 2001) by presenting guideline to develop themes from the collected data. Thematic networks enable that research code by levels of themes, basic, organizing theme (cluster of basic themes), and to construct global themes (principal metaphors in the all data). The steps of analyzing data in thematic analysis include; 1) develop familiarity with data: by transcribing and coding collected data with Nvivo, which increase the accuracy in analyzing the qualitative data and enable a systematic understanding of the interviewer’s perspectives. (Leech and Onwuegbuzie, 2007, 2011) 2) Developed themes by finding the relationship between codes, and providing themes. 3) Develop Thematic Network, by arranging basic themes and organizing themes, then deduce global Theme(s). 4) Describe and explore thematic network leading to deeper analysis. 5) Summarizing TNs. 6) Develop understanding of pattern based on summaries of all networks. Patterns are recognized in the data compared to the research questions and theoretical focus of the study. This process is not a linear. It is iterative process throughout the phases. (Ely et al., 1997)

5.3.2- Activity theory (AT)

For analyzing, tensions between different disciplines in operational and functional levels can be seen through employing activity theory exploring and understanding the core components the perspectives of the each actors. This highlights the tension points between the actors (marketers, PR/CC experts, and IT experts) which helps in understanding source(s) and contributor(s) to existing tensions for respective actors.
Activity theory offers a lens to use for analyzing and understanding practices of the actors (marketing, PR/CC, IT, OS) in two different ways. First, Actors are considered as individuals engaged in practice. Second, are examined in the interconnections between the actors in activity systems, and are considered their impact to each other. This understanding is developed based on analysis of the seven components in activity systems for each actor: individual(s) or subgroup(s) whose point of view is chosen as analysis (Subject); An activity is a form of doing directed to an object. An activity is motivated by the need or expectation to transform the object into an outcome, using tools (instruments). Also included are individuals that share the same general object (Community), those responsible for doing the job (Division of labor) as well as (Rules) constraining actions within the system (Engestrom, 1987).

Engeström (2000) illustrates these with the first, second and third objects. First order objects emphasize the individual objects of each ASs (Object 1). The second order object is known by comparing the objects of all actors which highlight the contradicting aspects between the various actors’ objects (i.e. object 2). The third order object (Object 3) overlap objects that have been collaboratively developed by all ASs.
Figure 9 depicts the current state of social media management as understood by different fields. The direction of the arrows shows actors as are affected by the actions of the other actors. The triangles represent each actor and circles denote their goals/ desired outcomes in social media in online environments. The overlapping parts of the circles indicate areas of agreement between the affected actors’ outcomes while the rest of the circles cover areas contradictions resulting from their practices (Figure 10).

Figure 11: Social media management from different perspectives, contradictions and agreements
### 6- Research objective based on research question/ research outline

<table>
<thead>
<tr>
<th>Research Question</th>
<th>Figure</th>
<th>Expected Contribution</th>
<th>Potential journals</th>
</tr>
</thead>
</table>
| **Building an organizational perspective**  
RQ1: How can we (re)define social media management from a holistic view to explain an organization-focused perspective? | ![Figure](image) | The aims of first article include:  
- Develop insights about social media management from organizational perspective.  
- Three level model for social media management across the organization informed by multi-disciplinary perspectives. | First Monday  
Journal of Communication Management |
| **Interdepartmental interactions at the tactical level**  
RQ2: To what extent and nature does communication related to social media at operational strategy levels happen across departmental lines?  
a) How do PR/CC professionals and MR professionals interact with respect to the tactical level?  
b) How do PR/CC professionals and IT professionals interact with respect to the tactical level?  
c) How do IT professionals and MR professionals interact with respect to the tactical level? | ![Figure](image) | The aims of article include:  
- Exploring a conceptual framework for understandings tensions across disciplinary perspectives related to social media uses at the operational level. | Journal of Business Communication |
| **Coordinating tactical and functional levels of strategy**  
RQ3: To what extent do social media professionals coordinate among functions and between functional strategy and tactical strategy levels?  
a) How do social media professionals coordinate social media strategy with marketing/PR/IT strategy at functional strategy level? | ![Figure](image) | The aim of paper consist of:  
- Explore and established multi-disciplinary space for managing social media at the functional level to support other functional strategies.  
- Develop insight about social media in Activity systems that connect functional and operational strategy levels. | Journal of Business Research |
b) How do social media professionals coordinate social media strategy between the tactical and functional strategy levels?

<table>
<thead>
<tr>
<th>Coordinating open strategy at the corporate level</th>
</tr>
</thead>
<tbody>
<tr>
<td>RQ4: What resources from open strategy are taken in by the organization?</td>
</tr>
<tr>
<td>a) How do resources for open strategy flow between levels?</td>
</tr>
<tr>
<td>b) To what extent and how do these resources affect strategy at each level?</td>
</tr>
<tr>
<td>c) How does communication reflect this process?</td>
</tr>
</tbody>
</table>

The aim of paper consist of:

- Develop insights about supporting corporate strategy by social media and engaged external audience in strategic process.
- Develop a conceptual framework for understanding social media management across the organization in three levels by introducing the new AS base on social media management across the organization.
7- Initial finding from Pilot study

My preliminary study is based on seven interviews with social media managers, marketing managers and CCOs to identify the initial problem formulation from different perspectives. In addition, I worked on other data (three focus groups) that came from a separate study of Danish SME in the food and beverage industry. Focus group members include: focus groups—1) employees in the dominant coalition, including the owner, and C-suite level managers; and 2) mid-level managers across different company divisions including brand managers, the HR manager, Global Relations/Export manager, Logistics manager, and two employees working with merchandise displays and interpersonal customer marketing. 3) The social media manager and his assistant.

My pilot research questions were framed by the notion of examining social media “beyond marketing” in the initial problem formulation based on literature analysis. My focus in interviews was on understanding ways in which social media is perceived through different organizational functions across the organization.

First, by transcribing and coding the focus groups and interviews initial codes were developed. Data and codes at initial and cluster level were entered into NVivo. This data was coordinated with literature concepts in the notes. Through thematic analysis, evidence to demonstrate how these three strategic levels were present in the case, and interviews were correlated with other findings related to social media from literature.

I needed to see whether it was possible to build a different level based on combinations of codes. In this case, I could build three levels based on the combination of codes in Table 1. These codes correlated with focus group data and interviews.

<table>
<thead>
<tr>
<th>Different levels</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate strategy Level</td>
<td>Analyzing environment</td>
</tr>
<tr>
<td></td>
<td>Analyzing competitors</td>
</tr>
<tr>
<td></td>
<td>Social media as a strategic tool vs social media as marketing mix element</td>
</tr>
<tr>
<td></td>
<td>Two way connection i.e. Social Media drives strategy, strategy drives social media</td>
</tr>
<tr>
<td></td>
<td>Social Media strategy reflects organizational culture</td>
</tr>
<tr>
<td>Functional strategy level</td>
<td>HR strategy(employee/er branding)</td>
</tr>
<tr>
<td></td>
<td>Building corporate reputation</td>
</tr>
<tr>
<td></td>
<td>Marketing strategy/IMC</td>
</tr>
</tbody>
</table>
Moreover, three focus groups’ frequency of related comments is addressing operational, functional and corporate strategy level. Figure 2 compares the percentage of frequency to these three levels by focus groups data, demonstrating awareness of these different types of activities at all three levels in the organization.

![Pie chart showing frequency of comments related to different levels](image)

*Figure 12: references to different level in social media management cross the organization - focus groups*
Secondly, I followed same structure coding for analyzing interviews. Table2, Illustrate few samples of data, which support the different levels in different perspectives.

<table>
<thead>
<tr>
<th>Different Level</th>
<th>Different perspective</th>
<th>Support from the Data / as Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational strategy</td>
<td>Marketing</td>
<td>Focus group: Social media are tools like everything else and other media for me it is just a tool. Interview: I would say that if you do not use the marketing department in what you do, social media in 2016, you won’t hit the right people. You won’t have high click rates. Interview: If I post something they really like which I do sometimes, I reach 250000 people. So, you can have a higher reach than people actually like page. It is just about my things. So, if the content is correct and you consistently only publish the right things to the right people, you benefit in your own page brand over time. That is the important.</td>
</tr>
<tr>
<td>IT</td>
<td></td>
<td>Focus group: we use social media for showing videos for our huge events, our party. Right now, we’re very good at communicating, party, and huge events and like this.</td>
</tr>
<tr>
<td>Functional strategy</td>
<td>Marketing</td>
<td>Focus group2: Brand manager , “I think that our online team is quite good at sharing the data with us in the marketing department and we can use it in our communication with audiences and marketing strategy.” Focus Group3: “we had this cross channel campaign everything was really nice and actually at the same time we had television as well, as marketing mix” Interview: I believe that the social media strategy should follow marketing strategy and sometimes should be matched to another department in the organization.</td>
</tr>
<tr>
<td>PR/CC</td>
<td></td>
<td>Interviews: “The social media strategy is part of the communication strategy. So, that part I do have some KPIs to get and that’s about getting more, that’s more people (what’s called in English?) getting more views on a post on our stuff .</td>
</tr>
<tr>
<td>IT</td>
<td></td>
<td>---</td>
</tr>
<tr>
<td>Corporate strategy</td>
<td></td>
<td>Focus group : “Using social media for next product development”4 quotes Focus group: logistics, using likes on Facebook to hear about products and rethink our distribution practices. 3quotes Interview: To me, then I think, if you look at the social media, if you really want to have success, you need to prioritize it and need to integrate the social media as a business driver generally.</td>
</tr>
</tbody>
</table>

Preliminary results currently show two types of issues emerging 1) different configurations of concepts about social media use, and 2) tension between levels of strategy in focus relative to the organization. Findings demonstrate tensions that appear similar to tensions evident across disciplinary approaches in social media literatures. Finally, the aims of first article is develop insights about social media from organizational perspective. This leads to a three level model for social media management across the organization informed by multi-disciplinary perspectives.
8- References


D. Stieger, K. Matzler, S. Chatterjee, F. Ladstaetter-Fussenegger Democratizing strategy: how crowdsourcing can be used for strategy dialogues California Management Review, 54 (4) (2012), p. 44


Surowiecki, J. (2004). The wisdom of crowds: Why the many are smarter than the few and how collective wisdom shapes business. Economies, Societies and Nations, 296.


9- Appendix

9.1-Appendix A: an outline for the remaining two years of the program

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Half year From February 2016</td>
<td><strong>Research</strong></td>
</tr>
<tr>
<td></td>
<td>• Conference paper in CCI: Social Media Management Across the Organization: Building a conceptualization from engaged research in a Danish company, as co-author (Completed)</td>
</tr>
<tr>
<td></td>
<td>• Literature Review</td>
</tr>
<tr>
<td></td>
<td>• Gathering data and pilot study (not completed)</td>
</tr>
<tr>
<td></td>
<td><strong>PhD courses</strong></td>
</tr>
<tr>
<td></td>
<td>• Introducing the Philosophy of Science: A Multi-Perspective Approach (5 ECTS) (completed)</td>
</tr>
<tr>
<td></td>
<td>• Qualitative content analysis (10 ECTS) (Completed)</td>
</tr>
<tr>
<td></td>
<td><strong>Teaching</strong></td>
</tr>
<tr>
<td></td>
<td>• Corporate Media exam and Re-exam, 18 hours</td>
</tr>
<tr>
<td>2nd Semester from September 2016</td>
<td><strong>Research</strong></td>
</tr>
<tr>
<td></td>
<td>• Literature Review</td>
</tr>
<tr>
<td></td>
<td>• Gathering data and pilot study(completed)</td>
</tr>
<tr>
<td></td>
<td>• Preparing Thesis Proposal - TP (not Completed)</td>
</tr>
<tr>
<td></td>
<td><strong>PhD courses</strong></td>
</tr>
<tr>
<td></td>
<td>• Thesis Research Design (5 ECTS) (completed)</td>
</tr>
<tr>
<td></td>
<td><strong>Teaching</strong></td>
</tr>
<tr>
<td></td>
<td>• Social Media Management (Completed)</td>
</tr>
<tr>
<td></td>
<td>• Communication Theory (Completed)</td>
</tr>
<tr>
<td></td>
<td>• Total teaching hours completed so far: 424 hours (175 hours Remaining)</td>
</tr>
<tr>
<td>3rd Semester from February 2017</td>
<td><strong>Research</strong></td>
</tr>
<tr>
<td></td>
<td>• Hand-in TP (Completed)</td>
</tr>
<tr>
<td></td>
<td>• Read literature on PR/corporate communication, strategy, marketing, approaches, Activity theory.</td>
</tr>
<tr>
<td></td>
<td>• Carry out TP, refine project based on feedback</td>
</tr>
<tr>
<td></td>
<td>• Gathering Data</td>
</tr>
<tr>
<td></td>
<td>• First Article (Not completed)</td>
</tr>
<tr>
<td></td>
<td><strong>Conference</strong></td>
</tr>
<tr>
<td></td>
<td>• Co-author paper accepted to AOM</td>
</tr>
<tr>
<td></td>
<td>• Attending in EGOS conference (subthemes: open strategy, Activity theory)</td>
</tr>
<tr>
<td><strong>PhD courses</strong></td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
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</tr>
<tr>
<td>• Advanced Qualitative Methods (5 ECTS) (not completed)</td>
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<tbody>
<tr>
<td>• Continue Literature review</td>
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<tr>
<td>• Data collection: semi structured interviews</td>
<td></td>
</tr>
<tr>
<td>• Analyzing data</td>
<td></td>
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<tr>
<td>• Second paper</td>
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<th><strong>PhD Course</strong></th>
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<td>• The Research Process and the Role of Theory in Business Research: (5 ECTS) (Not completed)</td>
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<td>• Total ECTS: 30 ECTS, all coursework completed</td>
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<td>• Social media management</td>
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<td>• Total Teaching hours: 600</td>
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<td>• Data collection: semi structured interviews</td>
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<td></td>
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<tr>
<td>• Analyzing data</td>
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<tr>
<td>• Third article</td>
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<th><strong>Conference</strong></th>
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<td>• AOM article</td>
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<th><strong>Stay abroad</strong></th>
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<td>Working to visit Andreas M. Kaplan, ESCP Europe, Berlin</td>
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<td>• Analysis/Discussion</td>
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<tr>
<td>• Implications and Conclusion</td>
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<tr>
<td>• Writing and concluding the final version of the Dissertation</td>
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<tr>
<td>• Fourth article</td>
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9.2- Appendix B: Engaged research

Figure 13: Andrew H. Van de Ven, Engaged scholarship