

Møde i uddannelsesudvalget den 8. september 2016, opsamling

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Jens Otto Kjær Hansen indledte mødet med at fortælle om den økonomiske situation FL17. Omprioriteringsbidrag fortsætter. Tilskud bortfalder.

1. Ny direktør og nye tanker

Jens Otto indledte mødet med at uddybe tankerne bag omstruktureringerne på højskolen. Omstruktureringerne sker dels som led i de nødvendige besparelser, som de ændrede økonomiske rammevilkår kræver, men i lige så høj grad for at trimme organisationen, så strategien kan indfries.

Trine Nielsen er ansat som direktør for uddannelse og viden, der samler de tidligere adskilte områder – Design, Kommunikation og Ledelse, Journalistik og Medier samt Forskning og Viden. Hun har valgt at inddele uddannelse og viden i tre områder: Visuel Kommunikation, Journalistik og Kommunikation og vil fokusere på at styrke anvendelse af de stærke ressourcer på tværs, at fremtidssikre uddannelserne og at få øget forskningsindsatsen, især på området Visuel Kommunikation, ved at satse på fundraising og flere samarbejdsaftaler.

Bilag A viser, hvordan organisationen ser ud efter ændringerne

2. Current Challenges in Social Media Management

Lektor Kristian Stoffregen Tørning/Medieproduktion og Ledelse præsenterede sit projekt.

Flere og flere annoncer købes i udlandet, primært hos Facebook og Google, hvilket betyder, at annoncemarkedet i Danmark falder. Som følge af at flere og flere virksomheder vælger at markedsføre sig selv og/eller deres produkter på de sociale medier, ændres konturerne for traditionel marketing også. Der er et stigende antal medarbejdere, der beskæftiger sig med sociale medier og grænserne mellem marketing og kommunikation bliver mere og mere udflydende.

Markedsføring på de sociale medier kræver også nye kompetencer. SoMe manageren leder i høj grad efter generelle kompetencer som eksempelvis evnen til at skrive, empati, brand knowledge og internetfærdigheder. DMJX skal i dialog med aftagerne være med til at sikre, at kommende dimittender får de rette langtidsholdbare kompetencer.

Vedlagt er artikel om projektet.

3. INNOVATION X16

Uddannelsesleder på Kommunikationsuddannelsen, Merete Østergaard fortalte om INNOVATION X16.

Over de næste tre uger, vil studerende i teams på tværs af uddannelserne, arbejde med social innovation. 5-6 teams skal hver udarbejde en løsning til nogle konkrete problemstillinger, som en række virksomheder har stillet til rådighed. De studerende skal i løbet af de tre uger erhverve sig den nødvendige viden gennem de 33 X-talks, hvorefter de på en 48 timers produktionscamp, skal udarbejde en løsning. Eksamen består af et pitch af løsningen samt en refleksion over forløbet. De 33 X-talks afholdes både fysisk og digitalt og kan tilgås af de studerende efterfølgende. 5-6 af disse bliver desuden sendt live, så resten af verden også kan følge med. Udover at give de studerende kompetencer til at arbejde sammen i teams på tværs af uddannelserne, giver forløbet også højskolen en masse erfaringer, blandt andet med både e-læring og tværfagligt samarbejde, der kan hjælpe med at udvikle undervisningen og uddannelserne.

Se Multimedieproduktion om forløbet [her](#)

4. Camp Utopia

Punktet rykkes til næste møde

5. Diverse orienteringspunkter

Ingen bemærkninger

Næste møde er onsdag den 25. januar 2017 kl. 10.15 på Campus København

Current Challenges in Social Media Management

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ABSTRACT

Social media management is an emerging field of academic research and organizational practice. It is concerned with the operational issues, managerial challenges, and comparative advantages that ensue from the adoption and use of social media platforms for organizational functions such as marketing and sales, customer support, product innovation etc. To investigate current social media managerial practices, we conducted a multiple case study, employing structured in-depth interviews with social media managers at some of the leading multi-national companies headquartered in Denmark (LEGO[®], Mærsk[®], PANDORA[®], Novo Nordisk[®], and Carlsberg[®]). Empirical findings uncover the prevailing perceptions about social media amongst the managers, typical managerial challenges tied directly to coordinating social media productions, and uncertainty about the return of investment on social media activities.

Categories and Subject Descriptors

Information systems: Information systems applications: Collaborative and social computing systems and tools, Collaborative and Social Computing – Social Media

General Terms

Management, design

Keywords

Social business, Social media management, social media leadership, social media productions, social media marketing, social media managerial practice.

1. INTRODUCTION

Since 2009, social media has been increasingly adopted and used as a new communication and marketing channel. The technological developments with respect to social media have also accelerated. As such, social media is fast becoming a de facto channel for corporations to share information. As large global corporations are adopting social media for diverse business functions such as marketing and sales, customer support, recruitment and retention, product innovation and strategic communication. Social Media Management is fast emerging as a bona fide field of organizational practice as well as academic research. As the business power of social media continues to grow and its usage in organizations is leaving the experimental, early

phase of technology adoption to establishing itself in emerging practices. Organizations are beginning to manage social media as they manage traditional offline and online media [8]. One clear indication is that firms are creating new employee roles such as: Community Manager, Social Media Architect, Social Media Analyst, Social Media Manager, and Chief Listening Officer [9]. However, little is known about the concrete work situations and the managerial practices regarding social media management. A challenge from both the research and practice perspectives is that enormous complexity resides in this new social media based form of organizational functions and processes. This paper addresses the challenge of lack of knowledge by reporting on a multiple case studies of real-world perceptions and practices of social media management in several Denmark-based large corporations. Specifically, the multiple case studies are conducted to answer the following research question:

How is social media being managed in large organizations and what are the existing perceptions, practices and challenges regarding social media management?

The remainder of the paper is organized as follows. Section 2 provides definitions of social media, social business and social media management. Section 3 provides a brief description of the case study method. Section 4 presents and discusses the key findings from the multiple case studies organized into thematic categories. Finally, Section 5 presents a conclusion.

2. Definitions and Related Work

Social media can be defined as “fundamentally scalable communications technologies that turn Internet based communications into an interactive dialogue platform” [7], but when integrated in a business setting they become even more complex IT-artifacts. According to Vatraps [9] social business refers to the “utilization of online social channels to conduct business.” Social business comprised of a mix of business functions and processes, various information technologies as well as strategic goals and tactical operations, all of which come together in practices. In addition, social business encompasses both the inside and outside of an organization that strategically utilizes social media channels for value creation. A recent literature review of the dimensions of social business [5] revealed an over-emphasis on research exploring the characteristics of social media and an under-emphasis of the organizational processes and functions for which social media is adopted and utilized. Unlike the technological features and media aspects of social media, the managerial aspects have been relatively understudied and are less well understood. Social media management deals with “both operational issues and managerial challenges resulting from the adoption and use of social media channels in an organization both internally and externally” [9].

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3. Method

In order to answer the research question and informed by the concepts of social media, social business, and social media management as defined above, we chose a multiple case study methodology. Further, to investigate current social media managerial practices, structured in-depth interviews [6] were conducted with social media managers at LEGO®, Mærsk®, PANDORA®, Novo Nordisk®, and Carlsberg®. Each of these companies are global and have very different business domains which ensures some diversity in the study. Table 1 presents information about the interviews conducted and interviewees.

A detailed interview guide was iteratively developed encompassing the research objective, expected outcome and potential benefits to the interviewee. Additionally, data confidentiality and analysis, introduction, and personal information followed by the substantial questions about social media management. Social media managers at these five global corporations were asked to share challenges, best practices, and key learning moments. They were encouraged to offer their views on leading social media production teams. Focus was kept on the company's external use of social media. The top-level guiding questions were as follows: What special challenges do leaders of social media teams face? What domain-specific challenges are tied to leading social media production teams? The interviews were transcribed and analyzed using a method inspired by grounded theory [3, 4] and findings that emerged from the data were grouped into themes. The main themes are described in the following sections.

Table 1: Organizational Position of Interviewees

Date	Company	Organizational Position
19-08-2014	Novo Nordisk®	Middle Management
20-08-2014	PANDORA®	Middle Management
22-08-2014	Carlsberg®	Entry Level
26-08-2014	Lego®	Senior Management
27-08-2014	Mærsk®	Middle Management

4. Findings and Discussion

Several findings and clear themes emerged from the interview data analysis. For instance, the social media managers had a shared view when comparing social media management to traditional media. They also had a similar approach to dealing with strategy as well as content production. Similarities were also discovered regarding which social media channels were given priority in the form of both resources and advertising budgets. In the following sections we present and discuss the concrete challenges experienced by acting social media managers.

4.1 24/7 Loss of Control

Across all social media managers, it was clear that it is difficult to work with social media productions because they have a life of their own. When working with traditional media, the users and potentially consumers do not talk back. Thus a clear challenge that social media managers must address is the fact that social media interactions and conversations takes place 24/7, across many time zones, and on many different social network channels. Those developing social media and resource allocation strategies have to take into account that their social media upkeep is

adequate. Success and failure can occur at all times. As one of the interviewee stated:

For example, if you are running a press release on a website, you pretty much control everything until it's launched. But after that, you still control everything as well. It's done. The production is done. For social media, you have to have someone who is responsible for maintaining the production and give that person a certain degree of freedom to run it, as they want to run it within the limits of the strategy of course.

A key point learned from all interviews is that social media campaigns never stop. While a traditional paid media campaign will have an expiration date, social media channels might contain several campaigns, but the companies have to maintain the channels themselves. In essence, social media productions are *infinite* in theory and long-term practically. As a result, a whole set of resource-demanding activities ties into social media maintenance; social media has created nation-sized audiences of content creators.

4.2 Managing Dialogue and Content

The speed of social media propagation is far faster than that of traditional media. From a positive perspective, heavy social media users like to binge on content. Heavy users will consume the content within minutes of it being posted and still be craving more. Content consumption takes place at a tremendous speed, and social media production teams are faced with the expectancy that they continuously deliver content production at a rapid pace round the clock. The nature of social media accentuates this even more, as content has to be produced for multiple channels. While some content resources such as video and graphics can be used across several channels, it is generally not possible to directly take the content created on one channel and reuse it on another one. This naturally raises the question of how much content should one produce for users that always want more. For instance, how many times per hour can you update Facebook and Twitter without annoying more casual users? As one social media manager says:

I think you need to work in a completely different way than you do in traditional media. I think one of the things that is different is that the whole way of doing marketing has converged. In traditional marketing you have a client, you have a creative agency, and you have a movie agency. That setup doesn't really work well in social media because you need to have all of those functions present in order to be able to react, respond, and address whatever trends occur in real time.

While social media interactional speed is important, another key aspect is the scope of content. Though the scope of content might be smaller, the content *volume* and frequency is far greater, and it is also *dispersed across time*. You have to address the user in their situation, as he or she could very easily choose to direct their attention elsewhere. It takes time to think of and create quality content that is appealing to the user. Social media content creators have to be very clear of the payoff for users and what generally motivates them. The "what's in it for me" evaluation factor is even more accentuated in social media than in traditional media. One of the interviews says:

I think relevancy is extremely important for social media. Consumers more or less have to choose you, and not the other way around as on other media types. There you target them, and either they notice you or not, but they can't "un-friend" you in a magazine and reject future communications from you. You need to acknowledge that they're typically not there for you as a first point of engagement. They're there for their friends, and then you

happen to be there as well. So the first challenge is to be picked as a friend, and then you as a brand needs to fit into that sphere of being a distant friend, who's interesting and worth their time, and try to become as close and valued as possible.

Another challenge with social media management lies embedded in the social media networks and the company-to-user/customer relationship. The networks were originally designed to facilitate user-to-user relationships; however, for organizational usage, the relationship is company-to-user/consumer. Thus, there are two elements of asymmetry built into the platforms themselves, and from a communications perspective, which has serious implications.

First, different team members have to strike a similar tone of voice when writing and posting. Because of this, there needs to be a shared view on what type of "person" the company is. A company might have two to three people working on the same social media channel, but they all have to be able to post as the same "company user", namely the person that the company is mimicking on the social media channel. This takes a coordinated effort and is difficult to teach new members fast. When onboarding new members it takes time for newcomers to learn the tone of voice.

For instance, at one time, I was on leave so someone else had to handle social media. Then, during small crises, they ended up being a little bit too corporate instead of just being straight out in the open about an issue. People didn't take it very nicely. They just want human talk instead of some corporate talk. They don't like corporate talk on social media.

Second, there might be two to three people working behind the scenes on one social media channel, but they have to deal with asymmetry of facilitating a conversation with literally thousands of users. For instance, PANDORA® has 3,242,546 and LEGO® has 10,422,138 followers on Facebook (at the time of writing). The best strategy is to facilitate a sound community, where users can help other users, for instance offering guidance and answering product questions.

4.3 Testable and Measurable

A clear distinction between social and traditional media is that social media is more directly measurable and testable. Naturally, this is a whole different approach that would not be possible on traditional paid media platforms (TV, advertising, bill boards, etc.). Marketing pioneer John Wanamaker is attributed to having said, "Half the money I spend on advertising is wasted; the trouble is I don't know which half." This is certainly not the case for social media; you can actually easily track expenses and which types of content work and which do not. Thus there is no excuse for large failures since each campaign can be regarded as a content experiment. Here's an observation from an interviewee:

If you are at all unsure about what content you are creating, it never hurts to do a test. You really have no excuse as to blowing a million dollars on a giant content campaign for social media and having it not work. You can run small tests within your communities.

4.4 Communicating Value: KPI

It is still a challenge to measure the impact of short-term social media marketing campaigns on aspects such as brand parameters over the long-term. Despite social media being testable and measurable, it is still difficult to have hard Key Performance Indicators (KPI). For the companies that do direct sales, this is naturally a KPI, but social media activities are widely regarded as

a branding effort and require measuring different levels of interactions. Never the less, the same basic metrics surfaced across all companies.

4.4.1 Sales

Two of the participating companies did direct sales online. For obvious reasons, creating profits via sales by converting social media users into customers is the finest result attainable for any social media effort.

We do direct sales. On a good day, we could get revenues of about \$90,000 on one single Facebook post. That's the record so far. [... we are] actually showing that it's real people, and it's also real people with credit cards that want to purchase products based on what they see on social media.

4.4.2 Growth

While many subscribe to the notion that growth by itself is not important, an interesting finding in this study is that it actually is. Notably, many social media consultants and specialists will tout that user volume is less important than user quality – what matters is conversions. However, regarding how the data from social media are reported in large corporations differs. Typically, data from social media are presented along with several other media types, and as one can imagine, size and growth do matter. The managers interviewed were all aware that conversions are important. The quality and loyalty of fans is important, but in the larger scope of things, social media is measured like anything else in the corporate world: by observing growth. Stalling or even dropping numbers would not be beneficial to proving social media's power. Softer metrics do not resonate as well in a marketing world where everything is traditionally quantified. Perhaps even more on social media channels, where competitors have a clearly visible number of followers, it is hard not to treat the number of fans or followers as a measure of success. All the managers explained that growth is still the most tangible and easy metric to communicate to upper management. Below are selected quotes that illustrate the argument above:

Each manager of each channel in the team reports into one sheet and one presentation. That's done per social media platform, and then we gather with the rest of the teams. We can follow the month by month development, and how we're doing compared to competitors. Everything is put into the same report.

I am measured right now on overall social community growth.

Gaining followers and getting a better click and engagement rate. Getting those higher, that's where I am at the moment. The reason that's important is because when we look to our competitors, we are pretty far behind in raw numbers.

4.4.3 Engagement

Engagement is an effective degree to measure users interaction with the organization. Basic interactions are commenting on content, sharing content, or 'liking' or 'favouriting' content. A core KPI for social media is that engagement is high, as this would indicate that organizations are producing content that users find interesting enough to spend additional time on. It is difficult to calculate the exact value of customer-brand interactions, but our data indicates that, silence is bad. Social media managers in our study think that brands and products need to be part of the ongoing conversation.

4.4.4 Reach

Reach is a metric describing the potential audience of posts. For obvious reasons, an increase in reach is regarded as positive. In general, more is better; if you have a hundred users, each post you

make could potentially reach a hundred users. Notably, only the creators of the social media channels know how many users will, in reality, see a post, and by what guiding principle/algorithm those users are selected.

4.4.5 Mentions

Mentions are also a clear metric for determining the effectiveness of any social media effort. All participating companies track mentions with the same reasoning: mentions are a good indicator of whether or not the conversation taking place online is about the organization (and if reviewed, if the discussion is positive or negative). A successful campaign should yield more mentions. Monitoring mentions also offers insight into what time of day users are speaking about the company or brands. Monitoring mentions is also a part of risk management.

We look at trending tags; there are these tools that can measure how many times it's mentioned, so you can measure who are the main influences within this hashtag. We want to be on top there. Sometimes, they put in a tag saying, "Okay, we want to be in the top three of the main influences during this conference within this hashtag.

4.5 The Corporate Social Media Functions

In all the organizations, the adoption of social media was catalyzed by user demand. The interviewee social media managers told similar stories about the emergence of corporate social media. Growing user demand typically inspired early corporate rogue initiatives -- for instance, in relation to only one specific product-- resulting in organic development. This practice caught the attention of higher management. After observing several smaller experiments and the general development and growth of social media, it was clear that social media was not just another fad, but a set of new communication channels grounded in real and substantial customer demand.

We didn't make a conscious decision to do it. It was not a big decision in the beginning. It was more a matter of saying that suddenly people realized that Facebook was something. That was what kick-started it here [...] Every week there were new fan pages that were using our logo because it's a popular logo and some of the commercials are very popular. People were uploading them. They were beyond our control. It was really a matter of saying, "Let's try to go in here pretty fast as an official account. At least we can always claim that if somebody does something that breaks the regulation, at least it would be very obvious that that's not the official page. Then we could deal with it from there.

As consumers and other stakeholders began to expect a dialogue-based approach in the form of a social media presence and engagement, the corporations were forced to allocate more resources to social media. Thus all of the Corporate Social Media functions in our case study were born out of customer demand and pressure.

In the organizations interviewed, social media channels are still in a development phase and at different maturity levels. However, it is clear that the growth and diversity of the media channels are quite resource demanding. Interestingly, all the managers interviewed were clear about not being early adopters. They did not prioritize trying new social networks or other social media software. They all felt the need to see proven performance and a real user need before diverting resources from existing channels into new ones.

In all the organizations, social media is regarded as a cross-functional service competency situated under the VP of marketing or the VP of corporate communications. The interviews

uncovered two distinct approaches toward facilitating the strategic use of social media in the organizations. While discussing content management, it became clear that in some instances, social media is still considered "yet another thing" that can be tacked onto a larger traditional media campaign. Thus, most, if not all, of the central marketing decisions have already been made and social media must adhere to the traditional strategy. This is to say that traditional/conventional marketing strategy decisions are made a priori to social media strategy formulation and execution. From the interviews, we found that integrated marketing communications approach is rarely employed across the digital and physical worlds.

However, in our opinion, this might not be the optimal way to produce value from social media. In the organizations interviewed two main ways of structuring social media teams surface. One approach is to have a relatively slim specialist-based organization. Here, companies have a few specialists working cross functionally as supporters. They are called upon as specialists to oversee social media initiatives, for instance, in divisions, business units, or on a specific product line. They utilize external vendors to help with the heavy lifting (e.g. community gardening, monitoring, and content creation). They also act as trainers for bringing marketing resources at the product level up to speed. Companies that employ internal social media specialists tend to have a less-hierarchical organizational structure and culture. This is a flexible and scalable approach, but the companies run a relatively large risk, in the sense that deep knowledge of social media in the corporations would be lost if key resources left the corporation.

The other approach is to have a social media department with ten or more full time employees spanning specific roles. These could include: Social Media Analyst, Content Specialist, Strategy and Campaign Planner, and Social Media Manager etc. This approach was adopted by organizations that generate online sales and work in the Business-to-Customer domain. With this approach, companies have chosen to embrace social media as a full-scale strategic initiative. Social media plays a central role in direct marketing to consumers.

It is hard to offer guidance on what might be the best design since such recommendations will always have to be weighed against a concrete business context. No uniform optimal structure was uncovered in this study. It is, however, a general observation that social media, regardless of its dialogue-based nature, is being employed as a clear marketing channel, for both generation of sales and enhanced brand affinity – and all the managers interviewed expect sustained growth.

Do you or do you not outsource social media community management? Because you can train a team to the best of your ability, but unless they are incredibly well-versed in you as a company, what you do, what you don't, they are never going to be as fully versed in our company as we [full time employees] are. That has provided some challenges in the past, but it is nothing that I would pull the plug on.

4.6 Social Media Management Processes

A large part of successfully running continuous social media productions depends on the ability to address the speed at which social media takes place across multiple social network channels. A social media manager has to be able to both navigate social media chaos and coordinate a strategic team effort that addresses users in their contexts. An interesting finding here is that the participating managers shared the view that core activities and processes they manage and oversee as part of their leadership role. In this paper, analytical focus is exclusive on activities that tie

directly to social media. That said, many tasks overlap with traditional managerial tasks, such as setting objectives and goals, organizing and dividing work, developing people, and so on. In the sections below, only Social Media Managerial Activities have been included.

4.6.1 Community building

It is not possible to engage in a strategic conversation with customers without actually participating actively in the conversation. Creating a meaningful environment for the users does this. The most central and paramount part of the social media manager's role is to take appropriate, strategic steps that ensure meaningful conversations centered on brands and products can and will take place. These can often support marketing initiatives that have been predominantly initiated from a traditional marketing perspective. A key part of this effort is the continuous production and deployment of immersive and engaging content as well as monitoring the conversations that take place.

The moderation efforts, especially on Facebook, is very heavy for us, but also Instagram, Twitter and YouTube moderation is run through Falcon social [www.falconsocial.com]. This kind of system is extremely important for us to have with a global presence and consumer base, which cross borders on social. We get questions in German that we then need to assign to the German moderator, or questions regarding a Spanish store that needs to be handled in the local market. Being able to assign it to different people around the world in our organization, who can reply fast and directly in the system to that consumer, is a great tool for us in headquarters. Getting it away from the community management here in Copenhagen and out to the responsible people in the market.

4.7 Listening to customers

The managers interviewed pointed out that the first step in creating strong, lasting relationships with customers is listening to them. The foundation of all meaningful conversation is the willingness to listen and learn from the customers. A central activity for the managers is to safeguard the online conversations about brands and products. The corporations do not always initiate such conversations so there is a need to monitor multiple social network channels for potential problems e.g. bad reviews [2]:

We have a listening tool where we listen to any reports on us or competitors. We actively pick up on things happening around the world that might actually be an attractive story for a global audience, consumers posting something, media posting from our media days around the world, making sure we pick up on that as well.

The processes that tie into this monitoring effort include using software tools to oversee and navigate within a media landscape characterized by the noise of billions of people talking simultaneously. Even the largest social media production teams are outnumbered by others, such as customers craving attention, critics that might speak poorly about products, and so forth. Monitoring and listening to multiple social media channels aids in collecting customer insights as well as spotting emerging trends from competitors. Teams track specific keywords that have special value (i.e. brand mentions, product mentions or competitor mentions). This practice allows production teams to address negative comments and other issues before they evolve into more serious problems that might demand far more resources to alleviate.

4.8 Managing content production and publishing

Creating and publishing immersive content is a key activity. Here the managers could explain that any social media effort has to align with the general product strategy for any specific product. Managers cannot "just" be a social expert but needs to understand each product and its marketing strategy, and from here they can invent a social media strategy.

The object of the content production is comparable to the act of inducing a social contagion [1] leading to viral exposure of the brands. In most cases the managers could speak of a transformation. Social media is increasingly a central part of any marketing effort. From a practical perspective, the tasks are relatively the same:

1. Define target audience(s)
2. Create a social media strategy
3. Create a content strategy
4. Produce content
5. Schedule when to post the content
6. Facilitate a meaningful conversation
7. Measure effect (and adjust)

A clear challenge mentioned by managers is managing multiple social networks/channels. The crux of the managerial practice is to oversee and ensure that quality content is provided and meaningful conversations which are taking place *simultaneously across multiple networks*. Here, the managers all agreed that this was the single most important, practical thing they used software tools for. The ability to coordinate efforts between multiple employees, and, for instance, upload bulk content, schedule content, develop workflows for approving content, delegate questions from users to the right team or department, and reuse replies to the most common questions. However, most content cannot be directly reused since each social media channel has its own unique traits. In general, feedback from customers regarding content is measured. What types of content work? What is shared? What is 'liked'? The target audience is another obvious point of interest. What are the demographics of the users for each network? The flow of users is another given point of analysis. How do users travel from the social networks to the company homepage? And what patterns can be seen regarding what types of users actually convert into customers? Several managers mentioned that they wished social network channels would extend their APIs. This would allow for both more finely grained analytics and the implementation of custom-built dashboards that could show custom key points of interest. As users surf on these networks, they generate a staggering amount of data, but only a relatively small subset of that data is currently made available to the companies. This "Big Data" could have powerful implications.

5. Conclusion

Social media management is fast emerging as a viable, sustainable and valuable management discipline to rival the traditional established management disciplines such as strategic management, information systems, human resources, operations etc. Empirical findings from the multiple case study uncover the prevailing perceptions about and experiences with social media amongst the managers on loss of control 24/7, managerial challenges tied directly to coordinating social media productions, and uncertainty about the return of investment on social media activities. More importantly, there is an emphasis on social media growth typifying the current focus on quarterly growth in market size and stock price. All in all, social media management is an

emerging field of organizational practice and academic research that requires more empirical studies that result in evidence-based recommendations.

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