Social Media Governance: Analyzing Guidelines Based on the Matching of Intended and Actual Use

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Abstract. Guidelines are one of the most prevalent tools of social media (SM) governance, since they reflect the decision-makers intended form of organizational usage. However, social media are malleable technologies that do not lend themselves to immediate forms of usage determined by their features. This leads to a misbalance between once established (static) guidelines failing to govern (evolving) actual use of SM by organizations over time. In this paper, we focus on the intended form of usage by analyzing existing guidelines of 24 German organizations. Afterwards, we classify those guidelines according to their purpose and show that they do not sufficiently take into account the characteristics of malleable SM they are supposed to govern. Our goal is to help practitioners and researchers gaining a better understanding of adapting guidelines for regulating usage of malleable IT artifacts.

Keywords: Social Media, Governance, Guidelines, Adoption, Usage.

15th International Conference on Wirtschaftsinformatik,
March 08-11, 2020, Potsdam, Germany

https://doi.org/10.30844/wi_2020_o4-kruse

1 Introduction

Over the last decades, information technology (IT) has evolved from its original purpose of information processing and decision support to an ubiquitous tool supporting various forms of (virtual) communication and collaboration [1]. Social Media (SM) are representing these newly emerging forms of ubiquitous IT artifacts as they are network platforms based on Web 2.0 applications used to generate user-generated content and enable interactions among its users [2]. After the initial course of user-driven dissemination, a widely recognized social phenomenon with high impact on society, organizational adoption of various internally and externally used SM platforms manifested itself in recent years. Existing approaches to expand marketing activities, such as consumer preferences and demand forecasting, have been complemented by new concepts of "social" collaboration and content generation [3]. However, implications of the adoption and impact of SM on organizations are still not fully understood by researchers and practitioners. This can be attributed to two different aspects: first, SMs have unique characteristics that must be taken into account during the process of appropriation, and second, organizational adoption of SM differs from IT artifacts typically introduced in organizational contexts (e. g. ERP or CRM systems).

The initial use of a newly initiated IT artifact usually begins with a reflected utilization by its users, ideally based on explicit instructions. One of the few effective methods to manage SM has been the establishment of practical regulations, so-called guidelines or policies [4]. Their development and implementation is usually realized prior to the adoption. However, SMs are malleable and emergent in nature, as structure, content, context, and scope of the application derives from the needs and activities of its user base. Its potential for different (organizational) purposes is difficult to determine, because neither definite conclusions can be drawn on its future use, nor can those be determined a priori [5, 6]. In addition, SM are oftentimes carried "bottom-up" in organizations and without initial awareness of its decision-makers. They change the traditional sequence of adoption that can render intended strategic choices meaningless. Instead, decision-makers have to react to the unplanned introduction, leading to a gradual loss of control over IT artifacts being used in organizations [7, 8]. This makes it difficult to manage use of SM in organizations; a task typically attributed to IT governance [9].

Our goal in this paper is to develop an understanding of different *intended* forms of SM usage. Intended forms of usage refer to understandings of organizational decision-makers of how SM are supposed to be utilized by the organization prior to its adoption. To achieve this, we analyze SM guidelines of 24 German organizations raising the status quo on the *intended* use of organizational guidelines. We derive different purposes of the guidelines by applying a qualitative content analysis [10] in order to get an impression on the current state of guideline implementation in practice.

- **RQ *Intended* Use:** how are SM guidelines designed to manage organizational use of SM?

https://doi.org/10.30844/wi_2020_o4-kruse

Our paper is organized as follows. First, we present an overview of the specifics of SM in organizational contexts and summarize the current state of the literature. Our methodology will be addressed afterwards and the results of our study presented and discussed. In our conclusion, we summarize the results and give a brief outlook on our upcoming research that is in close connection to this paper and addresses the *actual* use of SM by organizations over time as a second step.

2 Specifics of Social Media and its Organizational Adoption

Questions about the course of adoption and the successful integration of IT artefacts in organizations are at the core of the IS discipline [11]. Established adoption theories in IS represent a predominantly rationalistic view, in which adoption is considered a decision-making situation to decide for or against the introduction of an IT artifact [12]. This position is challenged by SM's malleability and that they are often brought bottom-up and without the decision-makers' knowledge into the organization [5].

Findings from previous studies analyzing SM guidelines provide evidence that they are mostly based on existing 'best practice solutions' originating from other organizational domains (e. g. corporate communications) [13, 14]. The examined guidelines are mostly based on generic rules, without sufficient consideration of SM as the pivotal IT-artifact they are supposed to govern [7]. Due to the lack of understanding of SM by decision-makers their designs are oftentimes conservative with intentions to suppress or restrict SM use [15]. To form a better understanding of malleable IT artifacts and their functionality in organizational contexts it is important to take the actual form of usage into account. This way organizations benefit from experience and decision-makers are able to figure out ways in which the usage of SM works best for their intentions.

To the extent of our knowledge existing work on the implementation of SM governance mechanisms in the form of guidelines so far only take a one-sided approach by judging its design solely based on the intended use sought by organizational decision-makers [7]. Only deriving intended forms of usage is not sufficient for SM guidelines, as they do not take different aspects of SM usage and learning effects that are evolving over time spans of multiple years into account. To address the gap our research project aims to analyze the *intended* and *actual* use and develop different archetypes of actual usage to implement them in existing guidelines (see chapter 6). Not taking into account the actual use of malleable IT artifacts such as SM leads to unsatisfactory results when applying once established (static) guidelines to newly emerging use cases arising over time.

3 Methodology and Validation

In order to answer our research question, we analyze existing guidelines in an empirical study. For this purpose we analyzed SM guidelines of 24 German organizations from its most important economic sectors using a qualitative content analysis [10].

https://doi.org/10.30844/wi_2020_o4-kruse

We outline our sample and present the underlying research design, as well as validating our approach in this chapter.

3.1 Data Gathering and Research Design

For the coding process, the program MAXQDA 2018, a standard software in qualitative research, was used for the assignment and designation of text passages corresponding with derived categories. We chose Germany for our sample since analysis on its SM ecosystem is scarce in research. Additionally, we stick with Facebook (FB) presences for the German market for our upcoming work on actual usage to eliminate cultural differences (e. g. comparing US and German companies) potentially overshadowing our results. Our goal was to select a representative sample of the most important economic sectors in Germany by comparing its total sales [16]. They were grouped into eight different sectors represented by three organizations each: (1) automotive, (2) logistics/infrastructure, (3) finance/insurance, (4) industrial goods, (5) consumer goods, and (6) IT. In addition, the public sector was also included with (7) universities and (8) public institutions/NPOs. The organizations and industry sectors are listed in table 1.

Table 1. Examined organizations by industry sectors

(1) Automotive	(2) Logistics/Infrastructure	(3) Finance/Insurance	(4) Industrial goods
Daimler AG	Dt. Post AG	Commerzbank AG	Linde plc
MAN SE	Dt. Telekom AG	Volksbank eG	Wiedemann GmbH
VW AG	QSC AG	Allianz SE	Thyssenkrupp AG
(5) Consumer goods	**(6) IT**	**(7) Universities**	**(8) Public facilities/NPO**
Adidas AG	SAP SE	Universität Freiburg	Landschaftsverband Westfalen-Lippe
Tchibo GmbH	Infineon AG	Universität Osnabrück	Deutscher Olympischer Sportbund e. V.
Kodak Corp.	EQS AG	Universität Passau	Christliches Jugenddorfwerk Deutschland e. V.

The selection of the guidelines was based on the following criteria: (1) availability online, (2) addressing SM, not just individual[1] aspects, (3) large number of employees (>500) with resources available for the use of SM. The last aspect is particularly important, as organizations had to have their own FB presence (with multi-year activities) established to be suitable for the subsequent analysis of the actual use of SM.

Our procedure is based on the general process model proposed by Mayring [10]. It allows for a systematic, comprehensible and verifiable method of text analysis to achieve a rule-based preparation by applying techniques of generalization, construc-

[1] For example, blogging policies were not part of the sample.

https://doi.org/10.30844/wi_2020_o4-kruse

tion, selection, bundling and omission to produce abstract statements paraphrasing the material [10]. This approach is suitable for the investigation of organizational SM guidelines, since its (generic) rules are specifications that need enrichment with context to gain a specific meaning.

The process of interpreting, paraphrasing and generalizing contents to form content-based categories was done manually. For the evaluation, each guideline constituted an individual analysis and context unit. Identified paraphrases were subsumed into categories used to identify and describe each individual case. Elements that were not related to the governance of SM were not considered (e. g. recurring information in headers). We kept the level of abstraction low in order to ensure that the coding units were close to the text fragments. For each new relevant finding in the text, it was checked whether a corresponding category already exists. If so, the passage was assigned to the appropriate category. If the text did not correspond to any of the already formed categories, a new category was introduced. As part of the coding process both, the formation of the category system, and a continuous review of the coding rules were applied. Four iterations of the coding process were conducted to differentiate and finalize the coding system.

3.2 Interrater Reliability

Reliability can be used to determine how accurately an applied procedure has captured a feature. In order to check the reliability and meaningfulness of our coding procedure, a second researcher that is also experienced in SM research coded 30 % of the material. The guidelines used were drawn at random and coded independently. Both results were compared afterwards and Cohens-Kappa coefficient was used to verify its reliability [17]. In the present case, due to a large number of coding options (29), it can be assumed that values between 0.4 and 0.6 represent moderate agreements, values between 0.6 and 0.8 a good match, and values greater than 0.8 an excellent fit.

Results show that four of the seven guidelines are having a very good agreement (Commerzbank 0.827, Deutsche Post 0.932, Infineon 0.867, and Deutsche Telekom 0.824). In one case, there was a perfect agreement (QSC AG). One guideline (Daimler AG, 0.738) shows a good and one a moderate agreement (University of Osnabrück 0.425). Overall, the derived category system reaches a high to very high reliability and could be applied for the categorization of the guidelines.

4 Results

Our final category system consists of 37 inductively formed categories with which all guidelines could be fully described. It consists of eight main categories (introduction, general information, editorial, protective measures, contacts, legal issues) and 29 sub categories that further differentiate the main categories (see table 2). Main categories were formed solely for the sake of structuration, as text passages of the guidelines were always assigned to its respective sub categories. We briefly introduce them first.

https://doi.org/10.30844/wi_2020_o4-kruse

The first main category (introduction) focuses on the explanation of SM. In many cases, an introduction characterizes both SM and its meaning. The 'general information' displays the intentions of the guidelines. The contents are not about SM per se, but the explanation, scope, and purpose of the guidelines. The 'editorial' is the largest main category, which includes a second hierarchical level. The 'use of SM' addresses its intended use while the 'SM etiquette' addresses appropriate manners in SM. 'Protective measures' describes safety precautions that should be taken into account when dealing with the medium internet and SM in particular. Additionally, restrictions of SM use are described. Among the 'contacts' are information about the creator of the guidelines as well as supervisors. Finally, 'legal issues' addresses (legal) questions concerning organizational standards and principles.

Table 2. Category system

Main categories	*Sub categories*	*Count*	*%-Coding*	*Cases*	*%-Cases*
Introduction	Relevance SM	12	2,0 %	12	50,0 %
	Explanation tool SM	24	4,1 %	9	37,5 %
General information	Mission Statement	34	5,8 %	21	87,5 %
	Field of application	26	4,4 %	17	70,8 %
Editorial/ Use of SM	Community building & adding value	25	4,3 %	12	50,0 %
	Identification	25	4,3 %	20	83,3 %
	Area of competence	15	2,6 %	10	41,7 %
	Persistence	16	2,7 %	15	62,5 %
	React promptly	8	1,4 %	7	29,2 %
	Private vs. professional	15	2,6 %	11	45,8 %
	Rules of communication	28	4,8 %	17	70,8 %
	Encouragement	22	3,8 %	15	62,5 %
Editorial/ SM etiquette	Professionalism & netiquette	30	5,1 %	18	75,0 %
	Credibility & transparency	20	3,4 %	15	62,5 %
	Culture in SM	14	2,4 %	11	45,8 %
	Correction of mistakes	15	2,6 %	12	50,0 %
	Discrediting	29	4,9 %	17	70,8 %
	Handling criticism	22	3,8 %	13	54,2 %
	Responsibility	19	3,2 %	12	50,0 %
Protective measures	Privacy	19	3,2 %	13	54,2 %
	Fraud and deception	8	1,4 %	5	20,8 %
	Confidentiality	28	4,8 %	19	79,2 %
	Restriction of SM use	20	3,4 %	10	41,7 %
Contacts	Guideline	32	5,5 %	18	75,0 %
	Supervisor	14	2,4 %	11	45,8 %
Legal issues	Data privacy	13	2,2 %	8	33,3 %

https://doi.org/10.30844/wi_2020_o4-kruse

	Copyright	33	5,6 %	22	91,7 %
	Code of Conduct	12	2,0 %	11	45,8 %
	Exclusion of liability	8	1,4 %	6	25,0 %
Sum		586	100 %	387	

4.1 Derived Category System

The identified sub categories were used to assign codes to the SM guidelines (see table 2). Overall, 586 codes in 387 cases were assigned. This corresponds to 1.51 mentions of each coding per guideline on average. '%-Coding' indicates the proportion of coding in the total number of codes. The column 'Cases' describes the number of individual guidelines, in which the corresponding subcategory has been assigned. '%-Cases' indicates the percentage of the sub category mentioned in all guidelines.

Introduction and general information. The sub category 'Mission Statement' defines basic organizational principles of handling SM. With a rate of 88% (21) it is a key component of most guidelines. 'Field of application' determines which employees and areas of SM use are affected by the guidelines. This category also frequently occurs in 71% of all guidelines.

Editorial/Use of SM. The correct handling of SM is usually an important control object of guidelines. For this reason, it is understandable that its sub categories (editorial) make up the largest part of the system (15 sub categories). 'Community building and adding value' is only addressed in 50% of all guidelines but when it is larger parts of the guidelines discuss it in a multifaceted (25) way. The 'identification' of employees who are active on SM is mentioned in 20 guidelines (84%). Not only demanding the use of plain names, but also introducing functions within the organization are important to declare for organizations. The subcategory 'persistence' highlights that the activities in SM are visible to everyone at all times. In addition, postings have no expiration date and are available even if its author is not active on the platform. In seven cases (29%) the sub category 'react promptly' was implemented. A demanding character to respond quickly to external requests and feedback characterizes its contents. As part of the correct separation of private and professional activities, organizations point out that leisure activity of employees can negatively affect the organization. Therefore, a professional appearance from the employees is required at all times. 'Rules of communication' seem important in the guidelines. This is not only shown by the fact that they appeared in 17 guidelines (71%), but also that the code was assigned 30 times. The communication rules contain all information about communication behavior of the employees. This information is usually binding and not considered a recommendation. In some cases, they are so far-reaching that all communication is prohibited to prevent conclusions of external users that employee's opinions are mistaken with official organizational statements. The last subcategory deals with encouragement of using SM. It lists all components to actively engage employees in SM. Some are almost euphoric, while others are very factual, raising doubts that employees should even consider an involvement in SM as part of their job.

Editorial/SM etiquette. 'SM etiquette' is the second category of the editorial. Instead of generic recommendations about *what* constitutes SM usage, the question of

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how to use it is addressed. Issues of proper behavior, as long as the active use of SM is promoted. In addition, it is made clear what behavior is expected of employees. Special attention is paid to 'professionalism & netiquette' as it can be found in 18 regulations (75%), while frequently analogies to everyday life (e. g. general norms and values of society) are drawn in this context. Some organizations consider it important to not over-communicate external dialogues with 'marketing-heavy' statements. This can also occur if incomprehensible jargon or abbreviations of internal communication practices are used. In combination with a professional appearance, the necessity of credibility and transparency is emphasized. Statements should be verifiable and sources should meet the organization's quality requirements. The employees should question their activities and pay attention to a strict separation of facts and their own opinion. The culture in SM may be significantly different from other social contexts (e. g. organizational environment). The recommendations of the guidelines showed that employees have to be aware of the context in which they are posting. Cultural aspects are only addressed in 11 guidelines (46%), while specific recommendations on employee behavior remain scarce. The desired behavior in SM is also addressed aside from cultural aspects. In 12 guidelines, (50%) there are recommendations on how mistakes can be corrected in retrospect. They can happen to anyone suggesting that both organizations and external users will forgive misjudgments, as long as a correction is made. Compared to the latter the field of 'discrediting' is represented extensively. In 71% of all guidelines (17) there are different references to refrain from discrediting the organization and others (e. g. competitors) respectively. They also contain references about 'handling criticism' discussing mostly preventive measures. However, when a critical response occurs, recommendations range from ignoring, internally reporting the incident, responding confidently and objectively, to independently find solutions that are acceptable for both external and internal interests. The last subcategory is devoted to 'responsibility' (12) to point out that employees act in their own responsibility.

Protective measures. The protection of 'privacy' is discussed in 13 regulations (55%). First, it is about personal privacy and the consequences of thoughtless action having an instructive character. In addition to the individual point of view, privacy for colleagues is demanded. 'Fraud and deception' summarizes security measures to protect against fraudulent actions by third parties. It can only be found in five guidelines (21%). The fact that this area was scarcely represented suggests that there may already be other guidelines in place that specifically address this topic. More important is the area of 'confidentiality' contained in 19 guidelines (80%). A high priority is the preservation of commercial secrets and since most of the organizations of our sample are listed on stock markets. There are references to legal obligations for publishing information. 'Restrictions of SM use' is listed in ten guidelines (42%). In contrast to previous categories, which addressed the correct usage of SM this category aims at restriction or prevention in general. Oftentimes references are made towards other regulations to underline its intentions (e. g. restrictions of internet usage at the workplace).

Contacts. This category is prominently represented in the guidelines, although, it is not related to the use of SM. In case of problems or arising questions, a contact

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person of the guideline (85%) is a common means of assisting employees. In addition, contact with superiors (46%) also plays a role in different cases especially if there is uncertainty about how to proceed after problems with SM arise.

Legal issues. Data privacy makes extensive references to applicable requirements contained in other guidelines. Information can be found in eight guidelines (33%). The 'copyright' is the most common category of all regulations (92%). Some organizations point out that the use of their own logos or trademarks are forbidden or may only be used as suggested by corporate communications. In addition, it is emphasized that the terms of use of the respective SM platform must be observed at all times. Mostly instructive statements are used but in some instances, appeals to common sense are being made. The penultimate category is dedicated to the 'code of conduct'. References can be found in eleven guidelines (46%). The last category describes the 'exclusion of liability' towards the employees (6; 25%).

4.2 Purposes of Social Media Guidelines

After analyzing the content of the sub categories, the components of the guidelines are analyzed on a meta-level. In order to derive the intended orientation of the guidelines it is necessary to classify the purposes of individual components of the regulations. The contextual relationships of the individual sub-categories are classified according to three central purposes pursued by organizations (see table 3). We outline those categories in more detail to gain more insights into implications of the guidelines.

Table 3. Classifications and quantity of the sub categories

Control of risks (12)	*Provide directions (10)*	*Value generation (7)*
Area of competence, private vs. professional, rules of communication, discrediting, fraud and deception, confidentiality, restriction of SM use, supervisor, data privacy, copyright, code of conduct, exclusion of liability	Relevance SM, explanation tool SM, field of application, identification, persistence, professionalism & netiquette, correction of mistakes, handling criticism, responsibility, privacy	Mission statement, community building & adding value, react promptly, encouragement, credibility & transparency, culture in SM, guideline

Control of risks. The purpose of 'risk management' is most prevalent within the category system. Twelve of the 29 sub-categories can be assigned to monitoring comprehensive risks, decision-makers' encounter at early stages of adoption. This often involves avoiding risks of opening participation channels with (external) users as organizations lack sufficient understandings that need to be built up over time using SM. In many cases, beliefs have prevailed to counteract the unknown and sometimes disruptive characteristics of SM resulting from its malleability and user-oriented design with restrictive measures. However, naming those (diffuse) risks is oftentimes problematic. Corresponding proposals in the guidelines to deal with them are often kept on an abstract level. Their intended effect is often missed, because specific cases cannot be specified a priori. An example where the uncertainty of organizational deci-

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sion-makers' manifests itself are the widely adopted 'rules of communication': *"Any personal space should have a clear disclaimer that is not in an official space of SAP. The following template may be used for this purpose: "This [Choose. Blog, Space ...] is the personal [Blog, Space ...] of [Name] and only contains my personal views, thoughts and opinions. It is not endorsed by SAP nor does it constitute any official communication of SAP.* [18]*"* Attempts to counteract continuous blurring of professional and private aspects within SM is used in almost all guidelines, through the obligation for employees to use those enforced disclaimers. These approaches completely ignore established social practices and norms and miss the point of open communication in SM. As a result, employees will not use disclaimers, because they contradict SMs user-oriented and open direction, as they were not observed. Further binding provisions on appropriate behavior in SM are taken up in even more extensive forms through the main category 'legal issues'. Almost all guidelines use them (92%) making it the second-largest.

Numerous references to consult 'superiors' also reflect the uncertainty of organizations in dealing with SM resulting from the impending loss of interpretive power: *"Please ask your manager before you publish or forward. Please act responsibly with the information you are entrusted with.* [19]" When in doubt, organizations are willing to delegate responsibility to a higher hierarchical level. However, the understanding of SM tends to be lower as digital natives, expected to possess more knowledge on SM, are still stuck in lower hierarchical positions. For this reason, SM use requires an authorization by supervisors that tends to misdirect the guidelines intention as it functions as a restrictive hurdle. Aspects of the guidelines that try to contain or limit the general idea of malleability and user-oriented design of SM are 'private vs. professional', the requirement of strict adherence to one's own 'area of competence', the retention of confidential information and variously justified 'restrictions of SM use'.

The areas of 'discrediting' and 'fraud and deception' on the other hand are more oriented towards demanded (common) behaviors that are part of organizational norms and do not directly address SM but rather common sense of employees.

Provide directions. The second purpose is to initiate the use of SM. This area can be found in 35% of the sub categories. Some parts try to identify emerging risks. However, it is less about active containment but rather about how to proactively access SM, while the prohibition character of controlling risks remains in the background. The contents extend over recommendations for appropriate behavior, the necessity to correctly identify oneself and explanations on the specifics of SM. Basically, three levels can be identified, in which the purpose of the guidance occurs: meaning and functionality of SM, appropriate behavior in SM, and consequences resulting from participation.

The first level is clearly distinguishable from the others and has an introductory character for employees, who previously had little or no contact with SM. Explanations of different platforms and possibilities of organizational use of SM are discussed. In addition, the 'relevance of SM' and the 'field of application' is outlined accordingly.

On the second level, different recommendations are given on appropriate behaviors in SM ('professionalism and netiquette'), and the preservation of 'privacy'; both are

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of importance for the guidelines. Information on which content should be posted in SM and consequences of dealing with external users can also be found here.

The third level handles purposes of correct 'handling of criticism' and the 'correction of mistakes', both of which are often referred to. Admitting ones' own mistakes can be seen as a valuable approach, both to stimulate activities in SM and to provide assistance if something goes wrong: *"Correct your own mistakes. Many users on the Web are quickly annoyed, but are forgiving fast as well. Admit your own mistakes and rectify them. It is advisable to make these changes in a timely and comprehensible manner in order to avoid misunderstandings or irritations. If applicable, point out factual and polite errors in contributions that relate to your area of work.* [20]*"* This quotation points out problems that can arise during SM use and present solutions to solve them. Some guidelines indicate that there is a 'responsibility' not only to oneself, but also to the organization. Linked to this are indications of self-responsible action and the 'persistence' of contents on SM. Most aspects addressing consequences of participation have a preventive character: "*Responsibility: In your own interest and in the interests of EquityStory, pay attention to the content and comments you make. What was once published on the net is virtually impossible to remove* [21]*."*

Value generation. The final purpose could be assigned seven times, which is the fewest of all sub categories. User-generated content is a central part of SM that creates and stimulates different forms of two-way interactions. Oftentimes, they are a starting point for organizational SM initiatives. For this reason, it is surprising that only 50% of the regulations address 'community building & adding value' and only 62.5% encourage employees to use SM at all, as both sub categories are underrepresented in the guidelines (4.3%, or 3.8%). Therefore, most recommendations remain superficial and provide little orientation for the employees: *"The platform of choice for LWL is Facebook. The presence should be maintained permanently* [22]*."*

Mission statements are more prominent (87.5%) in the guidelines, and mostly written in motivating ways: *"Social media offers both challenge and opportunity for MAN. Employees must be aware of their responsibilities as potential representatives of MAN on the Web. At the same time, they can use social media and thus make a value contribution to the quality of the products and services. MAN wants to sensitize its employees with the goal that they are competent and move in the interests of the company on the Internet. For MAN, the new platforms offer great potential for interactively communicating with different target groups* [23]*."*

Responding promptly to external requests is not a mandatory obligation but rather a reminder, because of lowered tolerance thresholds of external users to expected response times. Further references to the prevailing culture in SM are as important as credible and transparent appearances. These areas serve the purpose of knowing basic conditions appropriate behaviors. However, they do not provide any information on how the actual implementation of SM activities is structured. The offered consultation with 'guideline' officials is the biggest sub category (5.5%). However, this area does not address appropriate forms of use, but only provides help when problems arise. This seems like a 'backdoor' mechanism within the guidelines, trying to cushion its many shortcomings outlined. This offer should be obsolete in the case of fully worked-out guidelines or only for exceptional cases as it is not currently the case.

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4.3 Capturing the Intended Use of Social Media Guidelines

We conducted a classification of each guideline by evaluating the percentage of its micro-components in terms of the total number of words being used in each guideline (see table 4). Guideline types with a focus on controlling risks (CR) are dark gray. Guidelines providing directions (PD) are light gray and those that generate value (VG) white. The assignment of the guidelines to corresponding types was possible in most cases. In 14 guidelines (58.3%), the distance between the classifications with the most common to the next largest expression is more than 15% of the total number of words indicated by the bold print in the table. Only in three guidelines (Daimler, Kodak, QSC) the deviation between the biggest purposes is at five percent or less.

Based on the classification of the guidelines, the management of risks is the largest sub category with 13 guidelines (54.2%), followed by interpretive and understanding-oriented guidelines with nine (37.5%). Trailing behind are guidelines that are trying to focus on generating value (8.3%) with only two addressing intended usage for SM.

Table 4. Intended use of SM guidelines

Sector	*Organization*	*Control of risks*	*Provide directions*	*Value generation*	*Type*
(5)	Adidas AG	**53,4 %**	30,7 %	14,3 %	**CR**
(3)	Allianz SE	**35,9 %**	20,1 %	13,4 %	CR
(8)	CJD e. V:	44,3 %	30,9 %	24,4 %	CR
(3)	Commerzbank AG	11,0 %	**59,0 %**	29,6 %	**PD**
(1)	Daimler AG	33,0 %	30,0 %	28,6 %	CR
(2)	Dt. Post AG	34,2 %	35,2 %	29,5 %	PD
(2)	Dt. Telekom AG	27,7 %	**43,7 %**	26,5 %	PD
(8)	DOSB e. V.	**49,7 %**	15,7 %	23,5 %	CR
(6)	EQS AG	37,4 %	29,8 %	30,1 %	CR
(6)	Infineon AG	**59,9 %**	15,1 %	22,8 %	CR
(5)	Kodak Corp.	34,4 %	32,3 %	26 %	CR
(8)	LWL	13,8 %	**45,5 %**	22,1 %	PD
(4)	Linde plc.	8,4 %	**68,1 %**	20,4	**PD**
(1)	MAN SE	35,2 %	42,1 %	19,7 %	PD
(2)	QSC AG	20,0 %	38,1 %	39,0 %	**VG**
(6)	SAP SE	41,8 %	24,3 %	33,9 %	CR
(5)	Tchibo GmbH	17,0 %	**70,6 %**	10,3 %	PD
(4)	Thyssenkrupp AG	25,9 %	**52,1 %**	18,4 %	**PD**
(7)	Univ. Freiburg	**49,5 %**	24,6 %	21,5 %	CR
(7)	Univ. Osnabrück	**50,1 %**	18,9 %	30,6 %	CR
(7)	Univ. Passau	**79,8 %**	7,2 %	10,6 %	**CR**
(1)	Volksbank eG	30,7 %	27,4 %	39,0 %	**VG**
(1)	VW AG	**57,9 %**	27,4 %	14 %	**CR**
(4)	Wiedemann GmbH	37,4 %	45,8 %	9,1 %	PD

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5 Discussion

In this paper, we conducted an analysis of 24 organizational SM guidelines using an open coding approach. The results show that organizational decision-makers who are responsible for the development and establishment of the guidelines are focusing more on reactionary designs to avoid risks, indicated by the quantity of the sub categories. This is done at the expense of proactive approaches that aim to generate value with SM, and implement learning effects by using SM over time. This underrepresented form of value-generating elements in the guidelines is a clear indication that organizations lack a strategic vision that makes the use of the SM beneficial. Since these questions remain unanswered at a strategic level, it is hardly possible for decision-makers to recommend concrete measures and behaviors that correspond to a purposeful use. Rather they are ad hoc recommendations setting the tone for most guidelines. SM and its various facets are not at the center of those guidelines, leaving employees oftentimes not sufficiently informed on how they should deal with SM.

However, in other less common cases, organizations signal the willingness to delegate some of the responsibility to its employees. Parts of the formal structures are relaxed with the intention that employees who are familiar in their dealings with SM have the opportunity use them on their own, even if not all application contexts are known a priori. This form of guidance can take on overt moves, but has its limitations. This is especially true when restrictive and generic communication rules make the handling of SM virtually impossible. This is the case when cumbersome specifications are set (e. g. use of disclaimers) that have never seen practical use anyways. In contrast to risk orientation, both guiding and value-based guidelines have a high compatibility. This is because features of the actual IT-artifact 'SM' play a more prominent role in both. Thus, it should be noted that it is precisely the value-generating area of the guidelines, which considers the proactive use of SM more as an opportunity than a risk.

Even conservative sectors, such as banking can establish value-oriented guidelines (Volksbank) which had not been anticipated beforehand. Guidelines of the public sector and especially of universities are considerably more conservative and rank among the most restrictive. Essentially, those guidelines do not pursue the interest in using SM to benefit the organization, but are solely concerned with reducing its risks. Organizations that due to their size have resources to manage SM activities are more likely to align their guidelines with guiding and value-orientated themes. These include organizations from the automotive and industrial sectors (MAN, Linde, Thyssenkrupp), logistics (Deutsche Post, Deutsche Telekom) and the consumer goods sector (Tchibo GmbH). However, despite their size and importance on the consumer markets, other large organizations deliberately limit themselves to managing risks in SM (VW, Adidas, SAP) despite playing to its strengths.

Our study was not without limitations. First, our sample only consists of 24 organizations representing the German market. Those implications do not necessarily transfer to other countries, where the culture of using SM could be completely different. Additionally, on a level of explanatory power and external validity, it would be useful

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to revise the robustness of the contributions of our study attempting to replicate our findings in neighboring contexts enriching our observations.

6 Conclusion and Outlook

Interest in research to establish purposeful methods and tools for SM governance faded away in recent years, without having solved most of its issues. Managing malleable IT artefacts always requires forms of adaptive changes, as new forms of use emerge over time. When dealing with SM as a malleable IT artifact, understanding its appropriation is defining its embodiment of use, unfolding over time. The combination of intended and actual use represent a useful extension for guideline development, in order to take account of the control function and guiding components for organizational users. Therefore, our research project proposes a novel theoretical approach by highlighting the time-based appropriation process of actual usage as a second step. By doing so, we will be able to assign different organizational purposes of SM in everyday work contexts. This paper is the first part of our research project aiming to close a gap in SM governance that currently over-emphasized the *intended* use of decision-makers for the implementation of guidelines without reflecting *actual* forms of usage, mandatory to properly manage SM [24]. Not taking the actual use that unfolds over the years into account, renders most of the existing guidelines as ineffective for their initial purpose. Therefore, it is important to consider organizational adoption of SM not only as a point in time-related concept when adopting them, but also its subsequent phases of appropriation defining its actual use.

In our upcoming work (see figure 1), we focus on those appropriation process. To address the missing part of *actual* use (RQ2), we analyze the posting activities of above organizations on their official FB pages. The sample consists of 27.950 postings accounting for the complete posting history of each organization on FB dating back to as early as 2008 (average February 2012). The posting activities are analyzed to identify different types of posting behavior. The insights gained from the application of adaptive guidelines are twofold. First, the intended use of SM can be guided in a desired direction, based on learning effects. Second, users gain instructional feedback from the guidelines – an important element of governance when users are first confronted with SM. The last aspect is not properly addressed in current guidelines as they are only reflecting intended use. Matching intended and actual use will be helpful for guideline development as they can reflect practical knowledge and learnings from its usage over time. This way, a rigid guideline that limits the use of SM is replaced by a proactive one, providing insights from *actual* use, and reducing uncertainties when dealing with malleable SM.

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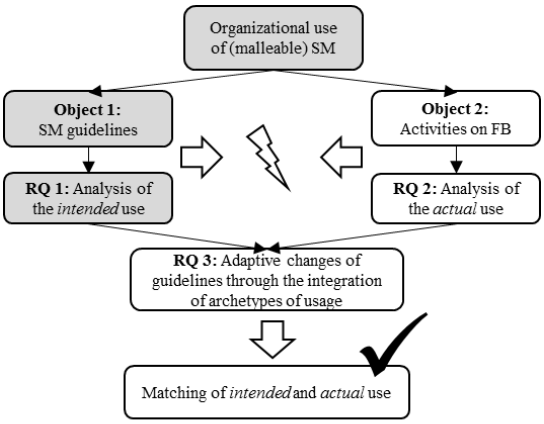

Figure 1. Research project (gray areas are part of this paper)

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