

# EXPLORING CONTEMPORARY MANAGEMENT CHALLENGES: Use of Social Media in Management

UCSD EPSE Student Research  
Assignment 2011-12;  
Combined Findings

# OUTLINE

- The Value of Research
- The Assignment
- Information Received
- Combined Findings
- Discussion

# THE VALUE OF RESEARCH

- *More aware* of management challenges, and responses, at your organization
- *Experience* the process of seeking objective information and multiple viewpoints
- *Contribute* to better understanding of common practices across companies and industries

# THE ASSIGNMENT

- Understand the challenge
  - identify the current and best use of social media in running a science and technology company
- Gather information (literature, interviews, survey)
- Look for common themes
- Document findings, present best practices, give personal analysis and recommendations

# INFORMATION RECEIVED

- Six team reports
  - 29 researchers
  - 12 science and technology companies
  - 53 interviews
  - 199 survey respondents
  - Extensive literature review – 106 citations
- Swift and professional effort in completing the project and producing coherent and useful reports (five weeks)

# FINDINGS

## ■ Team 1

- SM currently being used for
  - Product refinement and promotion (market "buzz")
  - Employee recruitment
- Concerns/Themes:
  - Volume of information difficult to manage
  - Reputation is being discussed (difficult to manage)
  - Security and privacy (need policy)
  - Ease of use vs. value
- Ideas/examples of use (in the literature)
  - Retention through mentoring and community building, on-demand training/development, "crowd sourcing".

# FINDINGS

## ■ Team 2

- Broad awareness that external conversations regarding the company are taking place via SM;
  - CRM use and best practices well-defined

but little current use for internal business functions

- 74% feel SM can/should be made useful for business
- Themes for Use:
  - Works best with a broad customer base
  - Maximize ability to serve real-time information sharing
  - Integrate with an SM-experienced workforce (training)

# FINDINGS

## ■ Team 3

- SM being used for brand management and recruitment, but little use elsewhere and most do not deal with SM well (not well integrated)
  - 72% use SM for recruitment
- Concerns:
  - Securing proprietary information/IP
  - Protecting the reputation of the company
  - Securing access to information systems
- Sci. & Tech are early adopters, but not of SM
  - Need to enable a pilot group of employees to build trust in the tools and produce useful results

# FINDINGS

## ■ Team 4

- Took a broad definition of SM (incl. cloud storage and internal info-sharing tools)
  - Broad use, but little commitment or serious application
- Concern/Development Themes:
  - Manage security
  - Policy and strategy (need guidance, not just control)
  - Move toward higher-value use
  - Need good analytics given the volume of data

# FINDINGS

## ■ Team 5

- 70% positive view of SM, but only 28% support for use in a business setting
  - Primary use is to ease info-sharing and collaboration
  - Governance/security is a universal concern; accuracy and accountability for information provided or obtained via SM is also a concern
  - About half of organizations have SM policy, few employees are aware of the details of it
  - Only 33% feel SM makes them more productive
  - 90% felt SM in the workplace was distracting others in their work, but only 15% felt they were distracted by it
  - Execs don't want the exposure risk of public SM, interested in creating internal social media tools

# FINDINGS

## ■ Team 6

- Majority use SM for external communication (e.g., sales, marketing, media), but little commitment elsewhere (some use in recruiting)
  - Many employees required to use SM tools at work, but most don't prefer it as a communication method
  - Generally positive opinion, but not much measurable result
- Development Themes:
  - Govern it effectively
  - Coordinate/integrate it's use
  - Measure/validate results in order to justify more investment

# COMBINED FINDINGS

- Widespread use of SM for external audiences (incl. potential hires), little use in other science and technology business functions
  - Surprisingly little discussion of use of SM in product development/management or project management
- Fundamental concerns regarding security and governance of SM for business
- Reliable measurement of value, and concrete results will be required for greater use and integration
- Well-planned pilot use, including trained and willing employees, will be required build trust and vision

# DISCUSSION

- As a manager, what single action can you take to “pilot test” the use of social media for a productive business purpose in your organization in the coming year?
- Suggest a research topic for next year’s EPSE class (e.g., what management issue is your organization struggling with)?