

Use Social Media To Your Advantage!

The validation of the Social Media Strategy
Design framework in the municipality of
Enschede

Master thesis Business Administration
UNIVERSITEIT TWENTE.

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Date:	9 December 2013

Abstract

The goal of this research is to develop a well working social media strategy for the municipality of Enschede, while contributing to the social media literature field. The main research question therefore is:

What is an effective approach to create a social media strategy for a municipality, and is this approach applicable to profit-organizations?

To answer this question, a literature review is conducted. In the literature review e-government is defined, after which social media, and its place in e-government are discussed. Different social media strategy approaches are identified. After a comparison between two social media strategy frameworks, the SMSD framework of Effing (2012) is selected for this research.

The SMSD framework is tested by an action research in the municipality of Enschede. After an external and internal analysis, a strategy is developed. For the internal analysis, multiple experts within in the municipality are interviewed. These interviews showed a lack of social media knowledge outside the concerned department. Therefore, the biggest challenge for the municipality is to get social media integrated throughout the entire organization. The research also showed that social media can, potentially, be very important for a municipality. Social media can lower the barrier between the municipality and the citizens, and ultimately lead to co-creation.

During the research, shortcomings of the SMSD framework were identified. Some aspects were missing, such as a content planning and the expectations of the target audience. The framework is revised and a new SMSD 2.0 framework is presented. The SMSD 2.0 framework emphasizes on the process of creating the strategy, as well as the execution.

The new SMSD 2.0 framework was tested through a cross-case analysis. This analysis showed that familiarization of social media goals is the main challenge in getting your organization to a high maturity level. Some signs could indicate that social media is seen as a separate tool for either marketing or communication, instead of an opportunity for the entire organization. Furthermore the cross-case analysis showed that the SMSD 2.0 is a promising tool for every kind of organization.

Keywords: *Social media; Social media strategy; e-government; Web 2.0; Facebook; Twitter; YouTube, Enschede.*

Samenvatting (Nederlands)

Het doel van dit onderzoek is om een effectieve social media strategie te ontwikkelen voor gemeente Enschede en om tegelijkertijd een social media strategie raamwerk te toetsen. De onderzoeksvraag luidt:

Wat is een effectieve manier om een social media strategie te ontwikkelen voor een gemeente en is dit ook toepasbaar op profit organisaties?

Om deze vraag te beantwoorden, is er een literatuur onderzoek uitgevoerd. Eerst is e-overheid gedefinieerd, waarna social media, en haar plaats in e-overheid besproken is. Verschillende social media raamwerken zijn besproken en vergeleken. Hieruit kwam naar voren dat het 'social media strategy design' (SMSD) raamwerk (Effing, 2012), het best geschikt was voor dit onderzoek.

Het SMSD raamwerk is getoetst aan de hand van actie onderzoek binnen de gemeente Enschede. Na een externe- en interne analyse, is er een social media strategie ontwikkeld. Voor de interne analyse zijn verschillende interviews afgenomen. Hieruit kwam naar voren dat er binnen de gemeente Enschede weinig kennis is over social media. Verder bleek dat de grootste uitdaging voor gemeente Enschede ligt in het algemeen bekend maken van de social media doelen. Social media kan in potentie erg belangrijk zijn voor een gemeente. Door middel van social media wordt namelijk de barrière tussen overheid en burger verlaagd, uiteindelijk kan social media zelfs leiden tot co-creatie.

Het onderzoek legde de tekortkomingen van het SMSD raamwerk bloot. Zo miste er een content planning, en lag de nadruk vooral op de ontwikkeling van een strategie en niet de uitvoering. Om deze tekortkomingen te overkomen, is het SMSD raamwerk verbeterd.

Het nieuwe SMSD 2.0 raamwerk richt zich zowel op het proces van strategie creatie, als op de uitvoering van de strategie. Het SMSD 2.0 is getoetst middels een cross-case analyse. Hieruit bleek dat het bekend maken van social media doelen binnen de organisatie de grootste uitdaging is voor de meeste organisaties. Signalen uit de cross-case analyse wijzen erop dat social media vooral gezien wordt als middel voor marketing of communicatie, in plaats van een ondersteunend middel voor de gehele organisatie. Uiteindelijk bleek dat het SMSD een goed raamwerk is voor de ontwikkeling van een social media strategie, voor elk soort organisatie.

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1. Introduction

Social media is getting increasingly important for organizations. In the past years the web evolved to web 2.0., from sending to interaction. Many organizations which adopted web 2.0. are exploring the interactive possibilities for their organizations. However, municipalities are still focused on sending information (Kok, 2012). The same holds true for social media. While many organizations are recognizing the power of social media, Dutch municipalities are having trouble with social media. Of all Dutch municipalities only one in three have a social media strategy, which is often not known by the employees who work there (binnenlandbestuur.nl 02-05-2013).

Why is social media so interesting for municipalities? Picazo-Velo et al. (2012), state that social media has such a great power that it can 'reinvent' the government- citizen relationship, and that it has the potential to change the government system at country, state, or city level. This indicates how much power social media beholds. While profit organizations use social media primarily for marketing activities, municipalities should use social media for many other activities, like enforcement, public service and informing citizens. What could happen when this is not properly done, was illustrated in Haren, where a 'Facebook party' got out of control and resulted in severe damage. The estimated costs of this were over a million Euros. The conclusions were clear, the authorities had no idea what to do. Hence, a big challenge arises for municipalities.

Although municipalities already participate in e-government and are trying to incorporate the digital channels, social media has not yet received much attention. This is no different for the field of literature where little attention is given to the development of social media strategies for municipalities.

In this research we try to fill this practical and theoretical gap. How does a strategy for municipalities differ from other organizations? How could such a strategy be developed, and what should it be like? In this research some of these questions will be addressed.

2. Research question

In the study, the main research question will be:

RQ: What is an effective approach to create a social media strategy for a municipality, and is this approach applicable to profit-organizations?

To answer this question, multiple sub questions will be answered.

SQ1: What is e-governance?

SQ2: What is social media?

SQ3: What place has social media in e-governance?

SQ4: Which frameworks exist to create a social media strategy for a municipality?

SQ5: What are the current social media policies in the municipality of Enschede?

SQ6: Which social media strategy fits best in the municipality of Enschede?

SQ7: What are the main challenges creating a social media strategy for the municipality of Enschede?

SQ8: How do other organizations cope with social media strategy?

The next chapter will explain the methodology of this research, after which we start with a literature review. After the literature review the action research is described. To verify the results of the action research, a cross-case analysis will be done.

3. Research methodology

In this chapter the methodology of this research is explained. The research will exist of a literature review, action research, an expert panel and a cross-case analysis. A more detailed description is given below.

3.1. Literature review

By reviewing the literature, all relevant topics will be defined, and the topic of social media will be addressed. For a good understanding of relevant topics, and to apply these theories to the government, multiple search terms are being used. The search engine of Scopus and Web of Science are used. The literature review will follow a snowball method. Search terms to find articles to start with are “web 2.0” “social media strategy”, “social media” AND strategy. The results are further refined, when necessary, by searching on “municipalities” OR “municipality”, “government”, “policy” OR “policies”, “definition”. Also the topics of e-governance, strategy and policies are searched, used search terms are “strategy” “policies” “e-governance” OR “e governance” OR “electronic government”, where necessary the results are further defined by “municipality” OR “municipalities”, “social media”.

Besides the scientific search engines, other internet sources will be used, such as websites, blogs, Facebook, Twitter and other social media.

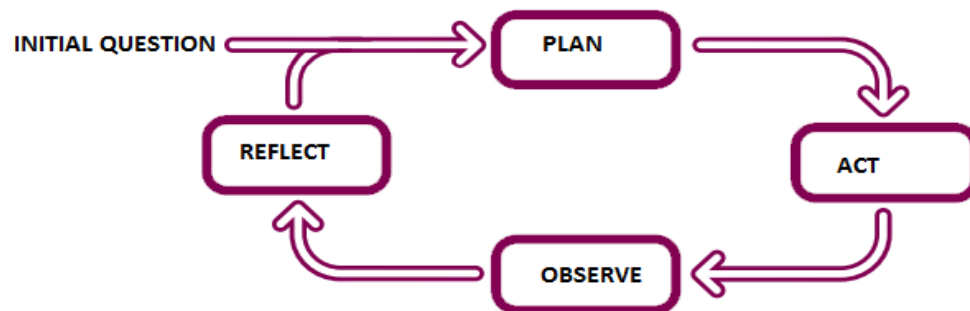
3.2. Action research

This research can be seen as action research. Action research is defined by Kemmis and McTaggart (1988, p. 5): *Action research is a form of collective, self-reflective inquiry that participants in social situations undertake to improve: (1) the rationality and justice of their own social or educational practices; (2) the participants’ understanding of these practices and the situations in which they carry out these practices. Groups of participants can be teachers, students, parents, workplace colleagues, social activists or any other community members – that is, any group with a shared concern and the motivation and will to address their shared concern. The approach is action research only when it is collaborative and achieved through the critically examined action of individual group members.*

In action research a researcher has three roles, namely artifact developer, artifact investigator, and client helper (Wieringa & Morali, 2012)

This study resembles action research because (1) the aim is to improve the social media practices of the municipality of Enschede, and (2) improve the knowledge of social media within the municipality of Enschede. Another aim is to contribute to the scientific field, by selecting and testing a social media strategy framework.

Action research is characterized by multiple cycles of four phases, plan, act, observe and reflect (Kemmis & McTaggart, 1988).



Figuur 1: Action research (Kemmis & McTaggart, 1988)

A participatory field research will be conducted at the municipality of Enschede. Enschede lacked a social media strategy, so the goal for this research is to develop a social media strategy for the municipality of Enschede. The purpose of the field research is to gain practical knowledge of the development of social media strategies, while validating theoretic model. The participatory part consists of an internship with the municipality of Enschede, where the researcher will work and be part of the organization.

The municipality of Enschede is a city in the Overijssel province in the Netherlands. Enschede has thirty-three districts and around 158.000 citizens (cbs.nl, 26-9-2013). It wants to be one of the leaders when it comes to e-governance. The municipality is aware of the fact that ICT becomes more and more important. Enschede is considered a frontrunner in the field of e-governance, in 2010, Enschede had the best digital service in the Netherlands (Dimpact, 2010). Recently Enschede was the first Dutch municipality to implement a country wide e-billing system.

In the municipality of Enschede the researcher will be part of the communication department. He will be responsible for the development of a social media strategy. The researcher will be part of the organization for five months.

The starting point for this research is the need of the municipality of Enschede, for a social media strategy. Therefore this research should help to develop and implement a social media strategy. The

result of the research will be a working social media strategy for the municipality of Enschede, and the testing of a social media strategy framework. This framework will be selected based on a literature review.

According to Wieringa and Morali (2012), action research is a legitimate type of research for validation. However, a municipality differs from commercial organizations. So to give the findings a more solid foundation, a cross-case analysis will be conducted.

3.3. Expert panel

To test whether the strategy is effective, five experts in different fields will be interviewed. The choice for qualitative research is based on multiple reasons. In the first place there is a time constraint which will not allow the researcher to monitor the strategy on a long term. Second, the opinion of experts who will make use of the social media strategy is important to validate the framework, and to see if the framework is complete or that it needs revision.

The experts that will be interviewed all work in different fields. The interviews will be semi-structured. These different fields are: the market, citizen participation, communication and marketing, services, and neighborhood participation, the main subjects for social media in the municipality of Enschede.

3.4. Cross-case analysis

During the research the knowledge of social media among the interviewees worked out to be insufficient. Only one of the five interviewees made a contribution to the social media strategy. Due to the lack of knowledge, the interviewees were not able to assess the theoretic framework, therefore the validation of the framework is done through a cross-case analysis. The cross-case analysis will also be used to see if the implications of this research are only applicable to a municipality, or if profit organizations also can make use of the framework.

Eleven organizations will be interviewed about their social media practices. These interviews will be semi-structured and will be conducted by 50 E-business students. A total of 35 interviews will be conducted. The students will be divided in teams of three or four and will interview at least two members of an organization. The questionnaire can be found in the appendices.(Appendix 4)

The students were asked to analyze the social media strategy, and give recommendations to improve the strategy. For the questionnaire, the social media strategy design 2.0 framework is used. A benchmark will be made, by dividing the organizations in high-, medium-, and low-maturity cases.

4. Literature review

In this part of the research, the literature will be reviewed about the topics of e-government, social media, and (social media) strategy. Each topic will start with a definition, followed by theory and concepts. First the results of the literature review will be summarized in a table.

Search terms	Number of articles n=	Search terms in results:	Number of articles reviewed n=	Selected after reading title and abstract n*=
"Web 2.0" AND "definition"	192	"social media"	56	1(Kaplan & Haenlein, 2010)
"Social media strategy"	66	-	66	6 (Hanna et al., 2011; Mergel, 2012; Mergel & Bretschneider, 2013; Munar, 2012; Picazo-Vela et al., 2012; Wilson et al., 2011)
"social media" AND "strategy"	748	Government OR governance	128	3* (Bertot et al., 2010; Klang & Nolan, 2011; Landsbergen, 2010)
"social media" AND "municipality" OR municipalities	22	-	22	2* (Agostino, 2013; Bonson et al., 2012)
"E-government" OR "e-governance"	6241	"social media"	135	0*
"Social media" AND policy OR policies	486	Government OR governance (limited to articles only)	81	0*
Total articles found n=	7755		488	12

Table 1: Literature review. *Articles that already had been found were excluded (16-9-2013)

These twelve articles are the starting point for a snowball literature review. This means the references of these articles are being used for up and down searching.

The literature review will start with E-government, followed by social media, and its place in e-government. Then we take a closer look at social media strategies and categorize various approaches to social media strategies. In the last part of the literature review we investigate how the success of such a strategy can be measured.

4.1. E-government

4.1.1 Definition

E-government was introduced in the late 1990s, e-government includes the use of all information and communication technologies (Moon, 2002). E-government can be divided by internal and

external aspects. *"Internally, the power conflicts over departmental boundaries and control of services will surface as integration progresses. Externally, government processes will be organized for citizens' convenience instead of the convenience of the government"* (Layne and Lee, 2001, pp. 135).

Layne and Lee (2001) define e-government as: *"Electronic government refers to government's use of technology, particularly web-based Internet applications to enhance the access to and delivery of government information and service to citizens, business partners, employees, other agencies, and government entities."* (2001, pp. 123). So e-government has two main topics: informing, and service. Informing the citizens is done by the electronic channels, by making information more accessible. Serving the citizens is done by new technologies such as web 2.0. and social media. Both informing and serving are important aspects and should both be addressed.

4.1.2. E-government in the Netherlands

The UN compiled a list that ranks governments on their use of e-government. The Netherlands is the second best country in world, just behind South Korea (UN, 2012). A project called iNUP needs to guarantee that the Netherlands remains one of the top countries in e-government. The iNUP project needs to create an architecture that all governmental organizations can use. Although the first? parts are already in place, the ultimate goal is to get the loose parts working together as a whole¹. In 2015 the basic architecture should be working. In the Netherlands, e-governance is important. In 1994 the Netherlands was the first European country to start with e-government.

One of the latest developments in e-government is social media. Although the Dutch government does not mention the use of social media specifically, social media can enhance transparency, but they do not yet contribute to e-participation (Bonson et al., 2012). Where e-participation can be defined as: *"the use of Information and Communication Technologies (ICT) to broaden and deepen political participation by enabling citizens to connect with one another and with their elected representatives"* (Macintosh, 2006). One of the main purposes of e-government is informing. This consists of improving access and transparency of government information. Social media is one way to accomplish this goal (Picazo-Velo et al., 2012). Social media contains even more potential than just enhancing transparency, as Picazo-Velo et al. (2012) state social media can reinvent the government citizens relationship.

So which place has social media in the e-government field? When a government organization embraces social media, it can contribute to e-governance. Relatively small investments, like posting information on social media, already improve the access and delivery of government information.

¹ <http://www.e-overheid.nl/onderwerpen/e-overheid/over-i-nup>

The service of governments can be expanded, e.g. by implementing webcare. According to Bertot et al. (2010) social media has four strengths when it comes to e-government: collaboration, participation, empowerment and time. Social media is collaborative and participative in its nature, it empowers people to speak up and share their opinions for free (Bertot et al., 2010). Social media can have the potential to contribute to e-participation, but as stated by Bonson et al. (2012), local governments do not make use of social media to promote e-participation.

4.2. Social media

Now the topic of social media will be further examined. First, a definition is given. Then, we look at different social media strategy frameworks and select the best. Finally, we take a closer look at social media and governments.

4.2.1. Definition

To gain knowledge about social media, we must define social media. Kaplan and Haenlein (2010) define social media as *“a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.”* (p. 61). In the literature, also more specific definitions were formulated. Bonson et al., (2012), state that social media are *“applications that offer services to communities of on-line users: blogs, social bookmarking, wikis, media sharing, and social networks that promote collaboration, joint learning, and the speedy exchange of information between users.”* (p. 123). However, in this paper, the definition from Kietzmann et al. (2011) is adopted. Their definition is more specified, and includes the essence of the other two definitions: *“Social media employ mobile and web-based technologies to create highly interactive platforms via which individuals and communities share, co-create, discuss, and modify user-generated content.”* (p.242.).

Kaplan and Haenlein (2010) state that social media is built on Web 2.0. Among Web 2.0 technologies a distinction can be made between four categories: Content syndication, widgets, sharing and bookmarking, and mashups (Bonson et al., 2012). According to Bonson et al. (2012) these technologies are present in the regular functioning of almost every social media site. The difference between social media and Web 2.0, is that social media offers new tools that allow interactive possibilities for the users.

There are four sorts of social media: Blogs, Wikis, media sharing platforms and Social networks (Bonson et al., 2012). Bonson et al. (2012) define blogs as diaries where users can share their thoughts or feelings, most blogs are interactive, visitors can leave comments. Wikis are pages where one can share and classify knowledge on a certain topic, other users can correct the content in real time. Bonson et al. (2012) state that media sharing platforms can be used to distribute certain

documents, video's (e.g. YouTube), photo's presentations etc., not only can someone share files on these platforms, one can also comment and review each other's files. Social networks are platforms that allow users to contact friends, and administrate their own online communities. On social networks you can share photos, text, news and files, friends can comment and interact on this shared content (Bonson et al., 2012). Most social media networks allow users to interconnect with other social network. For example, you can share YouTube videos on Facebook. Also some social media are cross functional, for example Twitter is both a social network and a micro-blogging site.

For organizations social media are hard to figure out. Many organizations present themselves on social media. However, many organizations do not know how to use social media in such a way that it contributes to the organizational goals (Effing, 2012; Hanna et al. 2011; Wilson, 2011). A mistake made by many organizations, is to see social media as a separate tool. Instead they must adopt social media as a part of their business strategy (Hanna et al., 2011; Effing, 2012). To integrate social media in an organization is key, but yet very challenging. Hanna et al. (2011) state that social media has changed the traditional customer-organization relationship, where in the traditional model the organization held more power, now the costomer holds more power. Another challenge for organizations is the blurring line between personal, and professional life with the use of social media (Effing, 2012). Activities from employees on social media can bring harm to an organization, for instance if sensitive information is leaked via social media, or if employees speak negative of their employers. To reduce that risk, organizations can use social media policies and procedures, or even restrict use of social media (Effing, 2012).

4.2.2. Social Media in government systems

Especially the public sector finds itself struggling with the adoption of a social media, even though Picazo-Velo et al. (2012) argue that social media has such a great power that it can 'reinvent' the government- citizen relationship. This struggle might be because governments change their social media tactics because of the changing behavior of citizens, but not as a result of a clearly defined strategy change (Mergel, 2012). Another problem is identified by Klang and Nolin (2012), they discovered that many Swedish municipalities are focusing too much on the social media policies, and lose the many advantages social media can deliver. Agostino (2013) state that social media should receive more attention, because most municipalities are present on social media whether they want it or not, due to the high presence of unofficial accounts.

Social media has many advantages for municipalities. As Picazo-Velo et al. (2012) state: *"Among the benefits of the use of social media in governments are efficiency, user convenience, transparency, accountability, citizen involvement, and improved trust and democracy"* (p.505). Also, government

systems can save money and resources, and communicate more efficiently by using social media, instead of developing their own platforms (Landsbergen, 2010). Landsbergen (2010) explains that by using social media, a government can get a 'face' which will gain trust. By having conversations with people instead of a faceless institution, as on the institutions website, people will be more trustworthy.

Social media also has disadvantages, by using social media, citizens will expect a fast response, whereas government systems move rather slow in their response (Mergel, 2012). Other challenges are privacy issues, security, and accuracy (Picazo-Velo et al. 2012). Also citizens may accuse a municipality of spending government money on social media, posting pointless information, being too formal, too dry, or too self-promoting (Landsbergen, 2010).

4.3. Social Media Strategy

Despite the importance of having a social media strategy (Agostino 2013; Effing, 2012; Hanna et al., 2011; Wilson et al, 2011), the literature barely addresses the development of social media strategies. To bring insight in social media strategies, we first define a social media strategy. Later we distinguish three different approaches to a social media strategy: content approaches, generic strategies, and strategy developing frameworks.

4.3.1. Definition

For social media to contribute to organizational goals, organizations need a social media strategy (Agostino 2013; Effing, 2012; Hanna et al., 2011; Wilson et al, 2011). But how does a social media strategy differ from any other strategy? Effing (2012) defines a social media strategy as *"a corporate plan or policy to provide directions regarding social media practices in order to achieve business opportunities, reduce risks, and deal with unregulated personal use of employees"* (p. 7). A social media strategy should always be coupled to the business strategy.

4.3.2 Content approaches

Content approaches give practical advice on how to behave on social media. The advice is universal so one cannot gain competitive advantage over one other by following these rules. Kaplan and Haenlein (2010) give ten tips of how to use social media as an organization, they claim that an organization should choose their channels with care, and if they will use multiple channels that all the channels should be aligned. Furthermore, social media should be an integrated part of the whole organization and should be accessible for all. The behavior on social media is also addressed by Kaplan and Haenlein (2010), they suggest an organization should be active, interesting, humble, unprofessional and honest. Although this advice of Kaplan and Haenlein (2010) cannot be seen as a strategy, it is can be useful as guideline to a more advanced social media strategy.

4.3.3. Generic strategies

Here we will take a look at the generic strategies regarding social media. Generic social media strategies are broad strategic options that set the direction for more detailed strategic planning. Until now, Wilson et al. (2011) and Munar (2012), both identified generic social media strategies. Wilson et al. (2011) distinguish four different social media strategies: predictive practitioner, creative experimenter, social media champion and the social media transformer. The first strategy, the “predictive practitioner”, is a strategy which restrict social media projects to one area, such as R&D. Organizations try to get customers involved in that specific area. For example, R&D organizations can ask their potential customers what kind of features they like to see on new products, or even ask complete new ideas and designs for products via social media. In this strategy every social media project has its own business objectives. This strategy works for organizations that want to avoid uncertainty, and delivers measurable results (Wilson et al., 2011).

The second strategy is the “creative experimenter”, in contrast to the predictive practitioner this is an approach where organizations embrace uncertainty. Creative experimenters make use of small scale tests to figure out ways to improve discrete functions and practices. Organizations do so by listing to customers on social media such as Facebook and Twitter (Wilson et al., 2011).

The third strategy is the “social media champion”. This strategy is a close collaboration between different organizational departments, and can include external parties. It also involves large initiatives that are designed for predictable outcomes (Wilson et al., 2011). An example is the Ford Fiesta launch in the US, Ford lend 100 Fiesta’s to influential social media users, the only thing these people had to do, was to tell their experiences with the Fiesta on social media, such as blogs and Twitter. This was a great success, and relatively cheap compared to other marketing campaigns.

The fourth and last strategy is the “social media transformer”. This approach allows organizations to use the unexpected to improve their way of doing business. It does so by enabling large scale interaction, including external stakeholder (Wilson et al., 2011). All these strategies are only temporally, and can migrate from one to another.

Munar (2012) identified three other generic strategies: mimetic, advertising, and analytic. The mimetic strategy includes copying the style and culture of social networks sites for the organization’s own site, like tools that make it possible to share photo’s video’s and experiences. (Munar, 2012). The advertising strategy is based on a more traditional way to use social media, by only sending information and making use of banners and advertisements on social media sites. This also includes online campaigns on YouTube or Facebook, if the organization is purely sending information (Munar, 2012).

The analytic strategy has a more complex logic. It uses user-generated content, already available on the web, and analyses this content. By analyzing, classifying and evaluating the content, risks and trends can be predicted (Munar, 2012).

4.3.4. Strategy developing frameworks.

How do organizations know what kind of strategy will fit best with their company? Or what content to post? To answer these questions, we distinguish the different strategy developing frameworks regarding social media.

Mergel and Bretschneider (2013) developed a framework for the evolution of a social media strategy. Mergel and Bretschneider (2013) suggest a model where social media usage evolves in three stages. In the first stage, agencies experiment with social media on an informal basis. This happens outside of the accepted technology use and policies. Second, organizations acknowledge the need for norms and regulations considering social media. Third, organizations evolve in such a way that they have a clear outline for appropriate behavior, interaction types, and new modes of communication that are formalized in social media strategies and policies (Mergel and Bretschneider, 2013). In this model, Mergel and Bretschneider (2013) do not tell us how to create a social media strategy. They only distinguish three different organizational stages, through which a company evolves to having a social media strategy. The main question of how a strategy could be formulated is not addressed.

Therefore, two other strategy building frameworks are identified, Kietzman et al.'s (2011) honeycomb frameworks (figure 2) and Effings' (2012) Social Media Strategy Design (SMSD) framework (figure 3).

Kietzman et al. (2011) present the honeycomb framework. This framework consists of seven building blocks: identity, conversations, sharing, presence, relationship, reputation, and groups. Each building block is a facet of social media which should be examined. The building blocks are not mutually exclusive, and not all have to be present in a social media activity (Kietzman et al., 2011). Firms can make use of the honeycomb framework to build a social media strategy, by analyzing the

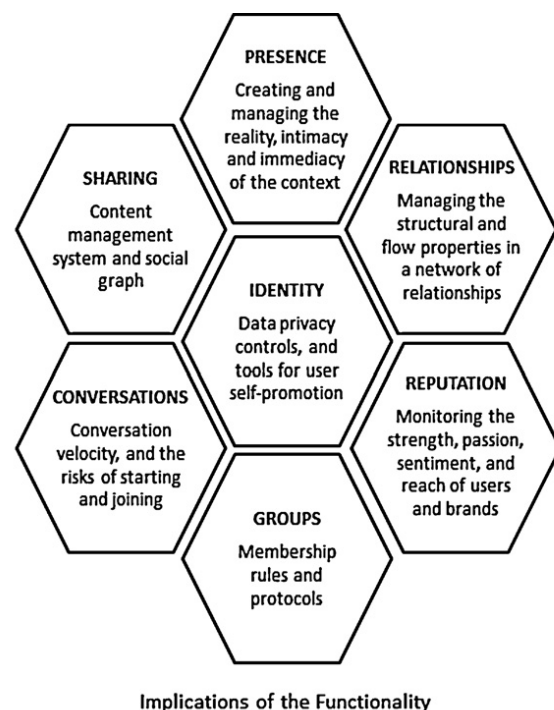


Figure 2: The Honeycomb framework (Kietzman et al., 2011)

seven building blocks, firms can understand how their environment behaves on social media. With this knowledge, they can create a social media strategy.

When using the honeycomb framework, organizations have to keep in mind the four C's: Cognize, congruity, curate and chase. Cognize means an organization should recognize and understand the social media landscape. Congruity stands for developing a strategy that is congruent with different social media, and the business goals of the organization. Curate means that an organization should act as curator on social media interactions, there has to be a clear understanding of when to intervene in online conversations. Chase stands for the never ending chase of information about social media activities, and evaluation of current social media practices (Kietzman et al., 2011)

Effing (2012) suggested the 'social media strategy design' (SMSD) framework, which is based on a systematic literature review. The SMSD framework shows that a social media strategy consists of four different parts, namely the external analysis, internal analysis, social media strategy and monitoring. This cycle can be repeated over and over again, to adjust and optimize the use of social media. The figure below shows the SMSD framework.

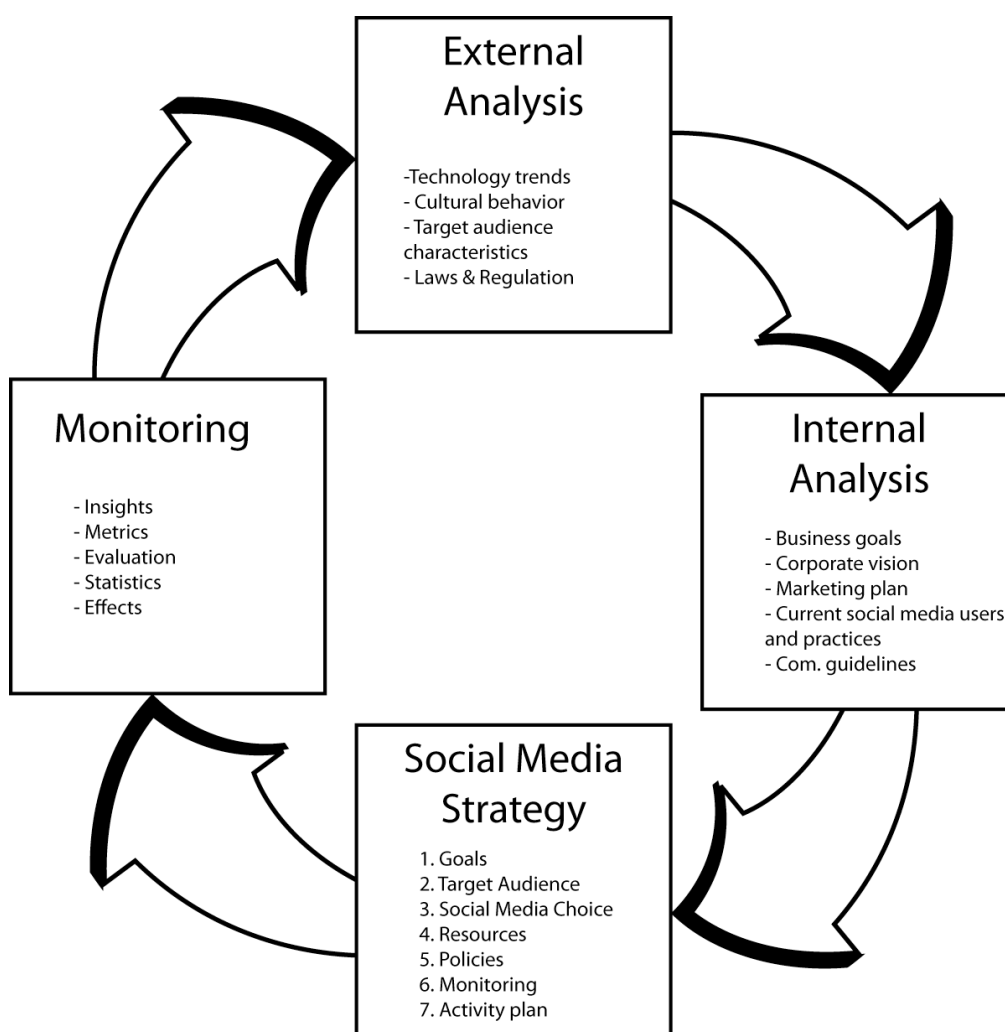


Figure 3: Social Media Design Strategy framework (Effing, 2012)

First, three preconditions have to be met: (1) top level sponsorship, (2) awareness that social media is a long term commitment, and (3) that the behavior on social media should reflect the real life behavior (Effing, 2012).

The process starts with an external analysis, this is important because social media primarily take place in the external environment. The key topics for an external analysis are technological trends, cultural behavior, target audience characteristics, and law and regulation. In the external analysis questions such as: what are the current social media trends, what social media channels are relevant, are there regulations considering privacy etc., should be answered.

To contribute to an organization, the social media strategy should be integrated in the business strategy (Hanna et al., 2011; Effing, 2012), that is why the internal analysis is important as well. In the internal analysis one should look at how social media can support the organizational goals, topics such as business goals, corporate vision, marketing plans and current social media users and practices must be addressed.

Third in the process is the social media strategy, as any other strategy this should contain goals, target audience, choice of social media channels, resources, policies, monitoring and activity plans. Questions that should be asked: what are the desired outcomes, and links to the business goals? What is our target audience? Which social media are appropriate? How do we want our employees to behave on social media? In what timeframe should this be done?

Last in the cycle is the monitoring process, this should provide an organization with insights, statistics, metrics, effects and evaluation of social media use. The results of monitoring can launch a feedback loop that can adjust, or restate the social media strategy (Effing, 2012).

4.3.5. Model selection

The SMSD and Honeycomb models both have their advantages and disadvantages. To see which model is the most suited for this research, a comparison between the two models will be made. But first we have to define what a good strategy building model should address.

To start with, the model should address the corporate business goals, as social media only can contribute if it is coupled to the corporate goals (Agostino 2013; Effing, 2012; Hanna et al., 2011; Wilson et al, 2011). The external environment is also of great importance, especially for social media. Hanna et al. (2011) and Mergel (2012) state that the customer now possesses a lot more power than in the traditional organization-customer relationship. Picazo-Velo et al. (2012) highlight that, especially for government institutions, law and regulation issues should be identified. In the young and fast moving field of social media, monitoring your social media activities is a must. If there is no attention given to monitoring, as stated by Landsbergen (2010), citizens can accuse a municipality of

wasting money. Content is also important for a municipality. Complex organizations such as a municipality need a pillar? to rely. So the models of both Effing (2012) and Kietzman (2011) will be reviewed on how they address the following five subjects: corporate business goals, external environment, law and regulation, monitoring, and content. The results are summarized in table 2.

Model	Business Goals	External environment	Law and Regulation	Monitoring	Content
SMSD (Effing, 2012)	++	+++	++	+++	-
Honeycomb (Kietzman et al. 2012)	++	+++	---	+	+++

Table 2: SMSD vs Honeycomb

Both frameworks mention the business goals. In the SMSD framework it is part of the internal analysis, for the Honeycomb framework this is addressed in the congruity part. The external environment is greatly addressed in the honeycomb framework, as well as the SMSD framework. Law and regulation is addressed in the SMSD framework as a part of the external environment. The honeycomb framework does not specifically name law and regulation issues. Monitoring is greatly addressed by the SMSD framework, as a part of the cycle. The honeycomb framework does mention monitoring as part of the reputation. Content is not specifically addressed by the SMSD framework, only as part of the strategy, whereas the Honeycomb model does greatly address content. In the review, the SMSD framework has a slight advantage over the Honeycomb framework.

Overall one can say that the framework of Kietzman et al. (2011) is more on an operational level, and Effing's (2012) framework is more on a strategic level. If we take all factors in to account, the model of Effing (2012) is better suited for this particular research. The municipality of Enschede wants a social media strategy at a strategic level. Therefore, Effing's SMSD framework (2012) will be used.

4.4. How to measure strategy success?

According to Hanna et al. (2011) a social media strategy is not so different to a normal strategy when it comes to prioritizing the measurement of its success. Although traditional managers find it critical to look at the number of 'likes' or the click troughs from social media to the organization's website, Hanna et al. (2011) state that this is only part of the bigger picture. Especially for the nonprofit sector, it is more relevant to look at the mentions on social media, and if they are positive or negative. For a municipality to measure its performance, key performance indicators (KPI's) should be developed. According to Beck and Oliver (2004), KPIs impact an organization by helping them make informed decisions, maintaining a steady business pulse, enabling greater accountability, and providing a continuous comprehensive evaluation of business processes. To select KPIs one should

start with a clear understanding of business drivers. Then the primary perspectives should be identified and defined. Once the objectives are defined, KPIs should be matched to those objectives (Beck & Oliver, 2004). There are some general measures for the social media effectiveness such as reach and content-reach. Engagement can be measured by content engagement and brand engagement. With these factors you can calculate your attention. One can also calculate the positive and negative sentiment (Ghali, 2011). The formulas are given in appendix 1. Landsbergen (2010), suggest some KPI's especially for social media use of governments. The figure below shows these KPI's.

Objective	Measure
Targeted communication – facilitating building communities around specific topics such as: neighborhood green initiatives, economic development and competition, innovation, education, volunteers	Number of followers; relevance and type of followers per topic
Extend reach of existing messages online (e.g. news, speeches, web updates, YouTube videos) by building relationships with relevant audiences including intermediaries, stakeholders, and key influencers such as journalists and bloggers	Number of followers; relevance and type of followers; number of web traffic referrals from Twitter to our website content
Provide an informal, 'human' voice of the organization to promote engagement with our messages	Feedback from followers (unsolicited and solicited)
Provide thought leadership and credibility, increasing our visibility as the experts in our remit within the online space	Feedback from followers (unsolicited and solicited); number of re-tweets (Twitter users repeating our updates); clickthroughs
Demonstrate commitment to and understanding of digital channels with exemplary use of this emerging channel	Feedback from followers (unsolicited and solicited); +ve, -ve and neutral mentions elsewhere on blogosphere
Provide an additional, low-barrier method for audiences to interact with the Department to provide feedback, seek help and suggest ideas	Volume and quality of @reply and DM contact from followers; impact of this feedback on the Dept
Provide ways for audiences to subscribe to updates (RSS, email)	N/a. Achieved by using a presence on Twitter
Monitor mentions on Twitter of Columbus, elected leaders and policy initiatives, engaging with our critics and key influencers to resolve problems, correct factual inaccuracies, and satisfied customers thanking them and amplifying positive comments	Qualitative assessment of individual cases of turning negatives to positives and positives into brand advocates
Provide live coverage of events (such as policy launches, summits or promotions) for those who cannot attend	Number of events covered per year; positive feedback on that coverage

Figure 4: Social media KPI's (Landsbergen, 2010)

The KPI's of Landsbergen (2010) are very useful to get a feel of the important measurements. However the feedback from followers is also important to measure success. So the success cannot only be defined in numbers.

4.6. Summary literature review

The literature review started with e-government. E-government includes the use of all information and communication technologies (Moon, 2002) and has two main aspects, informing and service (Layne & Lee, 2001). E-government is already in taking place in the Netherlands, but not utilized to its full potential. Social media can contribute to unleash this potential, because it can enhance transparency, and could lead to e-participation (Bonson et al. 2012). Whereas social media is defined as web-based platforms that are highly interactive and on which individuals can share, co-create,

discuss and modify user-generated content (Kietzman, 2011). Social media could potentially reinvent the government-citizen relationship according to Picazo-Velo et al. (2012), but government institutions are still struggling with their social media. A social media strategy could help government institutions to better utilize their social media. There are various approaches to create a social media strategy. This research was particularly interested in social media strategy developing frameworks. Two frameworks were identified. After a comparison Effings' (2012) SMSD framework was selected for this research, which consist of a cycle of external- and internal analyses, followed by strategy creation and monitoring. At last, we looked at how one can measure the success of social media strategy, and different KPI's were identified.

5. Case description

In this chapter, the municipality of Enschede is introduced, after which the results of the action research are presented. Given the suggested process of the SMSD (Effing, 2012), we started the research with an external analysis. After which an internal analysis was conducted. The external and internal analysis were used as input for the social media strategy. Because of the limited amount of time, this research does not include a longitudinal monitoring process. During the process of developing a social media strategy, we did monitor and evaluate the social media activities.

5.1. The company

In this section the municipality of Enschede is introduced. Enschede is a Dutch city near the German border. It received its city rights in the year 1325. Later, the city was known for its textile industry (Schaap, 2013). Today Enschede has around 158,000 citizens and has the ambition to become a city that is internationally known for its knowledge and research (Toekomstvisie, 2007).

The municipality of Enschede is a government organization with around 1,600 employees. It has six different programs and five supporting departments. This research is conducted in one of the five supporting departments, namely the business and management support department. This department is divided into two sub-departments, employees and organization, and communication. The communication department is responsible for all communication and statements of the municipality of Enschede. The communication department consists of two groups, the offline communication and the online communication. The social media activities of the municipality of Enschede are managed by the online team.

At the beginning of this research the Twitter account of the Enschede had 10,249 followers (@gem_enschede, 29-05-2013). The average municipality in the Netherlands has 1,122 followers, which is three percent of their citizens (de Kok, 2012). With six and a half percent, Enschede has twice the amount of followers compared to the national average. The Facebook page is less popular, there were 605 page likes at the beginning of this research (29-05-2013). On a non-regular basis the municipality of Enschede posted on Facebook. The Tweets consisted of an RSS feed of news items on their website. Besides Facebook and Twitter, the municipality also posted videos on YouTube every now and then. Two members of the online communication managed the social media, besides their regular tasks.

Despite the current efforts to utilize the social media on a better and more structured way, the municipality had no formalized strategy. However, they do think social media is a powerful channel and they want to do more with the potential benefits. The head of communication thinks social

media is, potentially, their most important news channel. Therefore the municipality of Enschede could use a clear social media strategy.

5.2. External analysis

This section is about the first step in the SMSD framework, the external analysis. For the external analysis we looked at the environment of Enschede and made a trend analysis. Multiple trends were identified in the external analysis: real time webcare, social information, visual content, and cuts in government funding. Later we identified the needs of the main customer off Enschede, its citizens. The citizens are the most important stakeholder for the municipality of Enschede, so the main focus is serving the citizens. Other stakeholders are organizations in Enschede, other municipalities, and the province of Overijssel.

5.2.1. Trends

In the external analysis, several trends were identified. The first trend is the changing behavior of citizens, with the rise of social media, citizens expect more interaction and real time communication with the government. The second trend shows that social media is more and more used to gather information and news. Third, we identified that the content on social media is getting more visual. The last trend is the cut in government funding.

Kok (2012) shows that Dutch municipalities want to be more active on social media, but only one in five has a social media strategy. One reason that municipalities are struggling with social media is the nature of the organization. Municipalities are reactive by nature, changes in strategy arise from behavioral change of citizens, and not from well thought out policies (Mergel, 2012). This reactive culture is no different for social media (Mergel, 2012). The behavior and expectations of citizens has changed with the introduction of social media. Instead of just receiving information, the citizens now receive and send information (Mergel, 2012). This leads to the expectation that the municipality engages in real time communication. In other words, citizens expect real time webcare. Real time webcare is already in full effect in the profit sector, but municipalities are just getting started. Real time webcare is the monitoring of the web and social media for comments or questions. These questions are then answered through the social media channels of the municipality.

Dutch citizens expect to use social media more and more as an information source. In the Netherlands, fifty-four percent of the citizens expect social media to become more important in the way they gain information (Newcom, 2012). This makes social media even more important for a municipality.

Visual contents gets more and more important, the shift to visual social media is getting stronger. Social media like Instagram and Pinterest are growing very fast, while Facebook and Twitter are no longer growing in their original markets (Newcom, 2012).

A more unfortunate trend is the cut in government funding. Enschede has to decrease their budget with 16 million EUR over the next four years. This means there is little to no money for investments in social media, or any other kind. The cut in funding is more likely to get worse than better, because of the current crisis.

5.2.2. Needs and behavior of citizens

The citizens are the largest stakeholder for the municipality of Enschede. Ten Tije and Wijngaert (2012) identified the social media behavior and needs of the citizens of Enschede. In Enschede YouTube, Facebook and Hyves are the most known social media, 90% is familiar with these sites. The social media accounts of the municipality are far less known, 8% is familiar with the Twitter account of the municipality, and 12% knows the Facebook page. From the citizens who are familiar with the social media of the municipality, 30 to 40% follows either the Facebook page or Twitter (Ten Tije & Wijngaert, 2012).

From the citizens of Enschede that follow the municipality almost 80% does so for gathering information, only 4% follows with intention to interact (Ten Tije & Wijngaert, 2012). The social media accounts of Enschede are perceived positively. Citizens of Enschede agree that social media is not only for friends and family, but also for a municipality. The open character of social media fits the character of the municipality in the citizens' opinion (Ten Tije & Wijngaert, 2012).

Citizens of Enschede would like to have more information about their own neighborhood. Information regarding upcoming events is the most popular topic, eighty percent of the citizens would like that. Citizens also want more information on roadwork and public services (Ten Tije & Wijngaert, 2012).

Companies in Enschede are also an important group of stakeholders. However, the municipality of Enschede has a separate channel for companies. The department that focuses on companies has their own Twitter account and is separate from the corporate channels.

Currently, there is a lack of specific laws that regulate social media in the Netherlands. There are some privacy laws that you have to keep in mind, like the 'Wet bescherming persoonsgegevens' (Data Protection Act) a law that regulates how the government takes care of privacy sensitive information of citizens.

5.2.3. Target audience

Motivaction (1997) has identified four different styles of citizenship: outsiders, responsible citizens, pragmatists and conscientious citizens. These styles are generic and can be applied to every municipality.

Outsiders are people that want to avoid contact with the government, they use the online possibilities as much as possible. Outsiders don't have the need to feel connected with other people and have an inactive-citizen style. They usually don't spend much time on their offline social network. Enschede has a relatively big group of outsiders. Enschede wants to serve and involve this group but this group is hard to reach through traditional media. Therefore this group is the main focus of Enschede.

The responsible citizens are driven by community involvement. They have a broad information source and are aware of the latest developments. Responsible citizens have a clear opinion and always find a way to express their opinion. They are active citizens that are involved with all government related information meetings. The government receives a lot of trust of responsible citizens, however they do stay critical.

The pragmatist are very individualistic. They care about their selves and are very materialistic. Because they are busy and work a lot, the information they receive gets filtered; In what way does this affect me? Only if it does affect them, they will seek contact with the government.

Conscientious citizens are very strong connected to their society. They help the needy in their neighborhood, and are struggling with the increasing individualism. The government has a natural authority that the conscientious citizens respect. They are involved with the government but if it gets complex, they leave.

5.2.4. Conclusion external analysis

In this section the results of the external analysis were presented. Four trends were identified, real-time webcare, visual content, social media as information source, and a cut in government funding. The behavior and needs of citizens of Enschede were also identified. The current channels of the municipality are not well known. However the citizens do think social media is a good channel for the municipality. So could the municipality inform citizens through social media. Citizens said they want to receive more information on upcoming events and specific news for their neighborhood. The target audience was also specified. There are four types of citizens: outsiders, responsible citizens, pragmatists and conscientious citizens. These styles are generic and can be applied to every

municipality. Enschede has a lot of outsiders, since this group is hard to reach, the main focus for social media will be the outsider.

5.3. Internal analysis

The second step in the SMSD framework is an internal analysis. The results of the internal analysis are presented in this section. In the internal analysis business goals, vision, and current social media users and practices were identified. Also people in the organization among different levels and department were interviewed about social media. These interviews gave a clear understanding of the way social media is looked at in the organization.

5.3.2. Business goals

The business goals are stated in the 'government coalition agreement 2010-2014' of the municipality of Enschede. These goals are known by most of the employees. The employees of the municipality execute the policy that is made by the politicians. Therefore these written goals are relatively equal to the true business goals. The first and second goals are the most important with regards to social media.

The most relevant goal, is to improve the public service to a more modern, transparent and efficient government. For the modernization of the public services, Enschede wants to use new and innovative technologies. Enschede wants to be a leader in e-government and strives for appreciation of the public services.

Second, the municipality of Enschede wants to use modern technology and new media in all of the above mentioned business goals. This goal is also very important regarding social media. ICT is a tool to facilitate the interaction with citizens. The traditional media are still the most used in the municipality. Enschede wants to change in such a way that new media are their most important and valuable media channels.

The third goal is to make more use of the dynamics and developmental capabilities of citizens and partners. The municipality wants citizens to have more power and influence on their own environment. There should be a better communication between government and citizens, by working together with citizens and partners the municipality want to co-create the environment and public services.

The fourth goal is to strengthen the role of communication, evolve from sending information to interaction. The municipality is almost exclusively sending information instead of listening to the citizens. That's why the municipality values the dialog between government and citizens. The goal is to really interact with the citizens.

Fifth, the municipality wants to bring the government to the people and their neighborhoods. Citizens want to get better information about their specific neighborhood. The municipality wants to give this information in such a way the barrier between citizens and government disappears. By giving personalized information the governments gets a more friendly face, which is good for the trust in the government.

5.3.3. Current social media usage and practices.

In the evolution model of Mergel and Bretschneider (2012), Enschede can be placed in the second stage. Social media is an accepted technology, and used as such. The municipality recognizes the need for a social media strategy, but does not have clear policies or regulations for social media.

The current social media practices are limited to Facebook, Twitter and YouTube. The municipality has a non-active account on Google+. An overview of the social media is given in table 2.

Social Network	Account	Activity level	Fans/followers (11-7-2013)	Function/interaction
Facebook	Yes	2-3 posts per week	655	Sending/Barely
Twitter	Yes	3-5 posts per day	10653	Sending/Barely
Youtube	Yes	1 post per 2 weeks	74	Sending/None
Google +	Yes	1 post per 2 weeks*	12	Sending/None
Instagram	No	-	-	-
Pinterest	No	-	-	-

Table 3: Overview of social media practices at the begin of the research. *Linked to the YouTube channel

The social media gets managed by the online team. In this team one employee specializes on social media and creates most of the social media content. The tweets exist mainly of news items from the website. The headings are automatically tweeted with a link to the website. The Facebook page is used to send information. Content is created by intuition and there are no clear rules for creating content. Interaction is rare, in some case Enschede reacts to mentions or messages.

There are no clear rules about separate social media accounts for departments. Within the municipality different departments and project have their own Twitter account, some are useful but some are barely active.

5.3.4. Interviews

The interviews were conducted with experts in their respective fields. Those fields are: the market, citizen participation, communication and marketing, services and neighborhood participation. All interviewees worked for the municipality of Enschede, in different departments, and different levels of the organization.

The interviews showed that the knowledge of social media is lacking. The interviewees used social media for personal purposes, but had no idea how social media could be valuable for the municipality. Of the five interviewees only one had a clear vision on how social media could be used for the organization. The opinions regarding social media differed a lot. One interviewee, who was positive about social media, claimed that *“social media democratizes, in the future we will use social media to interactively make policies and regulations”*. Another interviewee was less positive: *“government officials should not waste their time on Twitter”*.

The most important outcomes of the interviews are summarized in the table below.

Interviewee	Overall opinion regarding SM?	Recognize the need for a SM strategy?	Vision for Enschede	Vision for department in which employed
Interviewee 1, Public service	Positive	Yes	No, not enough Knowledge of how to deploy social media	Monitor opinion on public services, use it to improve service
Interviewee 2, Communication	Positive	Yes	Social media democratizes, use it to involve citizens in policy making	Use social media to interact with citizens. Monitor trends.
Interviewee 3, neighborhood Participation	Negative	No, Stated he had little affection with social media	No vision	Improve quality if possible
Interviewee 4, Market manager	Positive	Not necessarily, but could be useful	No idea	Reach more citizens, but no idea how. Use for Marketing
Interviewee 5, Citizen participation	Positive	Yes	No, not enough knowledge of how to deploy social media	No, but needs to be figured out.

Table 4: Summary of conducted interviews

Overall the interviewees showed a lack of knowledge about how to deploy social media for the organization, however the most interviewees were positive about social media and did recognize the need for a social media strategy.

5.3.5. Conclusion internal analysis

The second step of the SMSD framework was the internal analysis. To begin the internal analysis, business goals were identified. The goals are to make more use of the dynamics and development capabilities of citizens and partner; strengthen the role of communication; bring the government to the people and their neighborhoods; improve public service to more modern, transparent and efficient service; and make more use of new media. The current social media users and practices were also identified, and summarized in table 3. For the internal analysis five interviews were

conducted. The results are summarized in table 4. The most important finding is that, outside the communication department, Enschede lacks knowledge about social media.

5.4. Social media strategy for Enschede

With the external and internal analyses as input, a social media strategy is developed for Enschede. In this section we present the most relevant parts of the social media strategy. The social media is divided into five chapters, in the first chapter the phenomena of social media is defined and explained. The second chapter is about the municipality of Enschede, what are the goals and how can social media contribute? In the third chapter we set long term goals regarding social media. Chapter four are recommendations. The fifth chapter is about content planning. In this section, a summary of every chapter is given.

5.4.2. Social media strategy Enschede: What is social media

The social media strategy developed for the municipality of Enschede (appendix 2) starts with an explanation of social media, and the difference between social media and regular media, such as newspapers, folders etc. This is important because the online team has a focus on the website, which has no interaction possibilities. The three main differences with traditional media are interaction, speed, and mass-personalization. Traditional media send information, where social media is about interaction. Also the social media is faster than traditional media, for instance the Enschede newspaper is only printed once a week, whereas social media is real time. The third difference is the mass-personalization. Social media allows you to interact at a personal level, where printed press does not.

5.4.3. Social media strategy Enschede: The municipality of Enschede

In the second chapter the business goals are linked to social media activities. We also identified the main target audience for the municipality of Enschede. For each specific goal we asked the question: how can social media contribute to the business goals? The overall trend is that social media contributes to interaction, and can lead to co-creation.

1. The first goal is to improve the public services to a modern, transparent and efficient service. Social media can help modernize the government, and help the transparency (Picazo-Velo et al., 2012).
2. The second goal, to make use of modern technology and new media, is all about social media. Social media is new media. So the main goal is to be innovative on social media and keep track of the latest trends and new networks.
3. For the third goal, to make more use of the dynamics and development capabilities of citizens and partners, social media gives the municipality the chance to communicate direct

and on a personal level. With social media, the municipality has the opportunity to share real time information and ideas and create interaction. Not only from government to citizens, but especially for citizens to government.

4. The fourth goal, to strengthen the role of communication and evolve from sender to interaction, is all about the characteristic of social media. Interaction is one of key aspects of social media (Kaplan & Haenlein, 2010). By asking questions to your audience, and listening to what they have to say, interaction can be facilitated.
5. Goal five is about bringing the government to the citizens. With social media the municipality has the opportunity to target specific information to the people who are involved. In this way, one can push the information to citizens

In this chapter we also identified the main target audience Enschede should focus on. This group is the outsiders. By being active, instead of passive, on the online channels, this group will be better informed. The choice for outsiders does not exclude the other groups, they should also benefit from the social media activities.

5.4.4. Social media strategy Enschede: Long term goals

In the third chapter in the social media strategy, we've set three long term goals for social media in the organization. These goals should be accomplished by the year 2018. These goals are subtracted from trends and the business goals of the municipality of Enschede. To come to these goals we asked three questions: what do we identify? What does this mean for the municipality of Enschede? What does it takes to accomplish?

- **Social media gets fully integrated in the public services, and becomes an official service channel.**

-What do we identify? 1) Social media gets more and more important. Especially as an information source. 2) As municipality we want to deliver great service, and serve the citizens in the best possible way.

-What does this mean for the municipality of Enschede? This means social media should be integrated as a fully operational service channel. The website is the foundation on which we build the social media service channels. Now the social media and website are two different channels, in the future these channels should converge to whole.

-What does it takes to accomplish? This goal depends on two aspects: technology and the organization. To integrate the online services in social media, the possibilities are not sufficient as of this moment. This has to do with safety and privacy issues as well as the limited possibilities on the current social media. As an organization, the municipality should

monitor the latest developments on social media, and integrate their service and social media as much as possible. The organization as such also needs change. Social media should be accepted throughout the organization, and the service department should investigate how to integrate social media in their services.

- **As an organization we directly communicate with the citizens through social media.**

-What do we identify? 1) Social media are easy to access and interactive (Kaplan & Haenlein, 2010). Personal interaction gets easier through social media, this means the government can get closer to the citizens. Interaction on a personal level should rise trust among the citizens. By showing you care the government is no longer an anonymous organization. 2) "Factor C" is the national intended way of communicating for government institutions. Factor C wants government officials to interact directly with citizens. As it is now, all communication is centralized.

-What does this mean for the municipality of Enschede? Individual employees should be encouraged to communicate with the outside. Social media can be of great use to do so.

-What does it take to accomplish? For the organization to communicate directly with citizens through social media, two aspects are important. The knowledge level of social media should be raised. As it is now, employees have no idea how to use social media in a way that it benefits the organization. This is not only for individual employees, the organization as such also lacks knowledge about social media. When there is enough social media knowledge, employees should be encouraged to use their personal social media to communicate, and represent the municipality.

- **All public issues are resolved on an equal and interactive way via social media.**

-What do we identify? 1) The behavior of citizens is changing, they expect more interaction and want more empowerment (Picazo-Velo et al., 2012). Organizations are expected to share more of their information and empower their customers more, ultimately this must lead to co-creation. 2) The council wants to make more use of the dynamics and development capabilities of citizens.

-What does this mean for the municipality of Enschede? If the citizens expect more empowerment, we give them more empowerment. By earning an accepted and equal place within active communities, citizens should be encouraged to participate more. As municipality we strive for citizens to participate more, not only in policy making, but also by organizing themselves in such a way the government will need to intervene less (e.g. public gardening, the municipality provides shovels, the citizens shovel). Intrinsic motivation leads

to active community members (Aalbers, 2004), this is why the municipality should not start a new community, but should search for already active communities.

-What does it takes to accomplish? The success of this goal depends on two aspects, finding the active communities, and reach the citizens. In the ideal situation the citizens will come to municipality with their shared questions, however this will not instantly be the case. Therefore the municipality should first earn their stripes in the online (and offline) communities.

5.4.5. Social media strategy Enschede: Recommendations

In the social media strategy of Enschede, the fourth chapter contains three recommendations. The recommendations derive from the external and internal analyses. In order of priority these recommendations are: Post content on a more frequent basis, invest in webcare, and invest in knowledge about social media.

The municipality should post content on a more frequent basis. The amount of content depends on the social media channel, for twitter we strive to continue to post at least three tweets a day. For Facebook one post per day is sufficient.

Webcare should be operational as soon as possible. Here for a dedicated webcare team should be formed. For a municipality it is important to serve the citizens as best as possible. Citizens already ask questions on social media. Until now only a lucky few would get an answer. This needs to change. Every question should be answered. The service levels for webcare should be determined as soon as possible. The webcare team should also monitor the web and sentiment of posts.

The knowledge about social media should be expanded. The interviews showed a lack of knowledge. Especially outside the communication department. One knows what social media is, and how to use it for personal purposes. How social media can contribute to the organization is unclear to most employees. Social media is the most promising communication channel for the municipality of Enschede, however only a few think that way. Luckily the communication department thinks this way, and there is enough top management support, which is a must when creating a social media strategy (Effing, 2012).

5.4.6. Social media strategy Enschede: Content planning

The fifth and final chapter in the social media strategy of the municipality, is about content planning. Content planning is not an official part of the SMSD. However, during the process of developing the social media strategy, it became clear that a content planning was an essential part to include. The distinction is made between the corporate social media channels and project specific channels. Both

corporate and project specific channels need a content mix of video's, photo's, links and text updates. The tone of voice is informal-professional.

Corporate channels

For the corporate channels the main focus is on Facebook and Twitter, also YouTube is used to share video's. However, the developments of Instagram, Pinterest, Google+ and Tumblr are closely watched. The envisioned activities are summarized in the table below

Social network	Account	Activity level	Function	Interaction
Facebook	Yes	1-2 posts per day	Informing, Asking, Discussing	Highly interactive, proactive
Twitter	Yes	3-10 posts per day	Informing, Asking	Highly interactive, proactive
YouTube	Yes	1 post per week	Support Facebook, Twitter	Some, reactive
Google +	Yes	1 post per week*	Explore possibilities	-
Instagram	Yes	None	Explore possibilities	-
Pinterest	Yes	None	Explore possibilities	-

Table 5: The envisioned social media activities. *Linked to the YouTube channel.

To make sure content is frequently updated, a content calendar is suggested. The focus is on visual content. Four themes to help develop such a calendar are adopted from the Toekomst Visie 2020 (2008). These themes are merely a suggestion for content. These themes are just a reminder if one finds it hard to create content. The four themes are *“Enschede as center of the East-Netherlands”, “Enschede as a known knowledge- and talented city”, “healthy and strong communities”, and “public services”*.

Enschede has the ambition of becoming the center of the east-Netherlands, for social media activities this is about city branding. Posting about upcoming events, culture, and history, the city can be marketed as center of the east. Also posts about local foods and drinks, shopping centers and the city's nightlife are among possible future content.

Enschede wants to be recognized for its knowledge and talents. The municipality is the home of many knowledge facilitating organizations, such as the Twente University, Saxion university of applied science, and the 'kennispark'. The successes of these schools and foundations can be highlighted on social media.

The municipality is trying for neighborhoods to become more active and connected. Especially the social cohesion is important for the municipality. Getting neighborhoods involved and connected through social media is not easy, but a combination of online and offline has proven itself in the past

for the municipality of Enschede. Via social media one can also try to raise awareness about lonely or disabled citizens who need help.

The municipality wants to deliver the best possible public service. Enschede wants to score high on reviews of their services. Social media can contribute to satisfied citizens, by informing the citizens about services, any changes in policies or even the business hours. Asking feedback through social media is also a way to improve or measure the level of service.

Project/departments

Project specific social media channels have their own identity, however they do have to be in the same line as the corporate channel. Project specific channels can also be used to gain information and test new and different strategies or tools. The project/departmental channels have to follow a certain set of rules. Each project/department has to figure out if they think social media can contribute, and if the investment is worth it. The following rules have to be taken into account when creating an own channel:

- Each project/department is responsible for the managing of, and the content on, their own account.
- Behave like a part of the municipality, make use of the logo in your avatar and mention the official channels in your bio, as well as project specific contact info.
- Be in line with the municipality. No political differences may arise between different channels.
- The log in and passwords are known and kept on a central place in the department.
- Temporary accounts are removed after the project is finished.
- Unsuccessful accounts are removed when it is no longer worth the effort.
- At least two posts per week are generated.
- Questions should be answered within 24 hours.

5.4.7. Conclusion of the social media strategy.

The social media strategy for the municipality of Enschede started with an explanation of social media followed by the business goals and how social media can contribute to these goals. In the third chapter long term goals are discussed by asking three questions; what do we identify? What does this mean for the municipality of Enschede? And what does it take to accomplish? This resulted in the following three long term goals:

- Social media gets fully integrated in the public services, and becomes an official service channel.
- As an organization we directly communicate with the citizens through social media.
- All public issues are resolved on an equal and interactive way via social media.

To reach these goals, three recommendations are given: Post content on a more frequent basis, invest in webcare, and expand the knowledge of social media within the organization. The last part of the social media strategy is about content planning. What to post when and where. The use of social media for projects or departments is also discussed.

5.5. Monitoring

The last part in the SMSD framework, is the monitoring part. For the municipality of Enschede the monitoring during this research has been limited. The time constraint did not allow us to look for long term effects. Also the social media strategy is not yet fully operational. However, we did set some KPI's to measure the success of the strategy. These KPI's are:

- 80 percent customer satisfaction on public services through social media.
- Significant less traffic on the other public service channels (phone, email, counter). Increase in traffic for the website, Twitter and Facebook.
- Increase in followers and fans of 50%.
- Significant improvement in sentiment (more positive and less negative).

During our time at the municipality we did monitor the own content and the social media for ongoing events such as the application for a permit of a firework warehouse. Because of the tragic past in Enschede (a firework warehouse exploded, affecting many in the city), this was not received well by the citizens of Enschede. We tried to map the opinions and feelings of the citizens, which worked out well.

The municipality of Enschede considers the purchase of a monitoring tool. However the municipality has no budget available so the municipality looks for a creative solution involving other municipalities from the Twente region. However, it is highly recommended that such a monitoring tool is purchased.

5.6. Operational results

In this section, the operational results are presented. The developed social media strategy is well received within the online communication team of Enschede. The online communication team highly appreciates having the social media strategy. Operational results derived from the social media strategy are a work in process. However, the frequency on which content is being posted is already higher, also the focus is now more on visual content. The activity level is summarized in table 6.

Social Network	Account	Activity level	Fans/followers (3-11-2013)	Function/interaction
Facebook	Yes	5-7 posts per week	884	Informing, asking/ Some interaction
Twitter	Yes	3-10 posts per day	11705	Informing, asking/ Some interaction
Youtube	Yes	1 post per 2 weeks	74	Sending/None
Google +	Yes	1 post per 2 weeks*	12	Sending/None
Instagram	No	-	-	-
Pinterest	No	-	-	-

Tabel 6: Overview of the social media activities. *Linked to YouTube

For the Twitter channel the tweets are at a more human tone. First the tweets were automatically generated by the headlines on the website. Now these headlines are set up as tweets, which should give the Twitter channel a less robotic feel. The webcare is being developed. It is the intention of the Enschede to answer each question within four hours. Possibilities of integrating the webcare and public services are being explored within the municipality.

At the start of the research the municipality was placed in the second stage of Mergel and Bretschneiders (2013) evolution model, the organization acknowledged the need for norms and regulations considering social media. During the research Enschede evolved to the third stage, they have a clear outline for appropriate behavior, interaction types, and new modes of communication, which are formalized in social media strategies and policies (Mergel and Brenschneider, 2013). However, Enschede still needs improvements outside the communication department.

5.7. Role of the researcher

The role of the researcher, of course, influenced the process. It is however my strong believe, as well as the municipalities, that the facilitated strategy is a product of the municipality of Enschede rather than a product of the researcher itself. Therefore it is my believe that a different researcher would, eventually, come up with a somewhat similar strategy. However, the operational results might be influenced by the researcher since he helped managing the social media practices during the research, and gave advice on social media.

5.8. Summary of the case description

In this chapter a detailed case description of the municipality of Enschede is presented. First the municipality was introduced. After which a description of each conducted step in the social media strategy design framework was given. In the external analysis trends were identified, as well as the needs and behavior of citizens, and the target audience. In the internal analysis business goals were identified. Interviews were conducted, which showed a lack of social media knowledge outside to concerned department. The current social media practices were also identified.

With the external and internal analyses as input, a social media strategy was developed. In this strategy, three long term goals were stated. To accomplish these goals, recommendations were given. A content planning was included in the strategy, although this was not a part of the SMSD framework, it became clear that a content planning was necessary in the strategy.

For the monitoring part in the SMSD, KPI's were identified. It is highly recommended that the municipality invests in a monitoring tool. After all the phases in the SMSD cycle were executed, operational results were presented, and the role of the researcher was discussed.

The action research within the municipality of Enschede was most useful for this research. During the research, a lot of insights were gained on the SMSD framework. These insights will be presented in the next chapter.

6. Findings

In this chapter, the findings of this research are presented and propositions regarding the SMSD framework are stated. During the research at the municipality of Enschede, multiple findings stood out. First the findings regarding the SMSD framework are presented. Then, the main findings regarding the municipality of Enschede, as an organization, are presented. The findings suggest that the SMSD framework needs revision, therefore different propositions are stated regarding the SMSD framework, and the framework is revised. To validate the revised SMSD framework, a cross-case analysis is conducted.

6.1. The Social Media Strategy Design model

During the research, shortcomings of the SMSD for developing social media strategies were identified. Its external analysis proved to be a good starting point. However, it did fell short at identifying the expectations of the target audience. The SMSD framework does not address the expectations of the target audience, while this proved to be of key importance. If you can't meet the expectations of followers or fans, this could lead to unsatisfied fans or a damaged reputation. Therefore we propose that the expectations of the target audience should be addressed the analysis.

Proposition 1: in high mature social media strategies, expectations of the target audience should be identified.

For a strategy to work properly, the social media content is of key importance. The framework, as it is now, provides an organization with an abstract social media strategy, in which contents for the channels are not specifically addressed. In line with Kietzman et al. (2011), we therefore propose to add a content planning in the strategy.

Proposition 2: A high mature social media strategy should include a content planning.

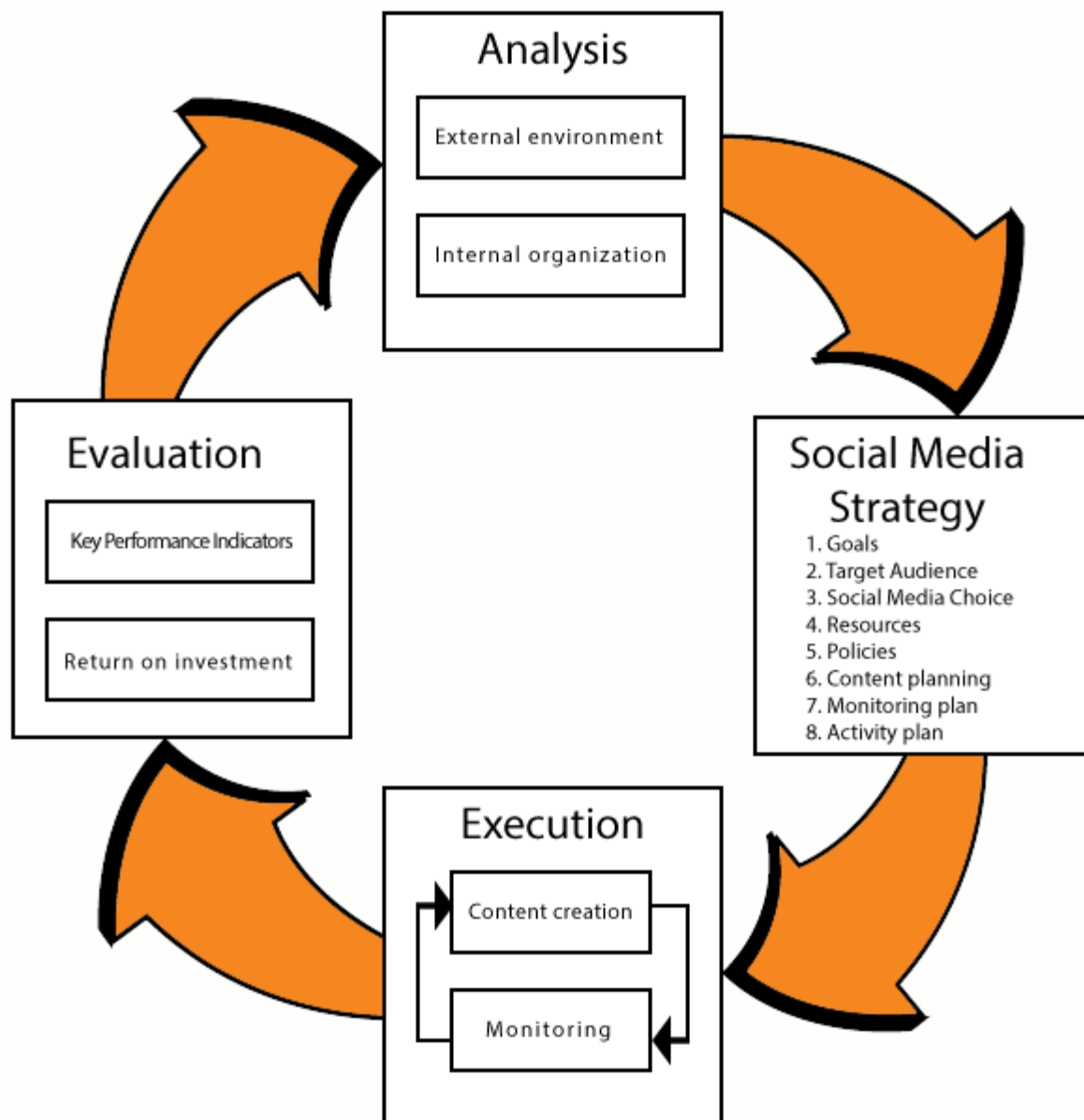
In the SMSD framework little attention is given to the execution of the strategy. The execution of a social media strategy consists of two parts, content creation and monitoring. Content creation is the translation of the strategy into content. Monitoring exists of both monitoring your own content, as well as monitoring the web for relevant questions or remarks about your organization. To include this in the SMSD framework, we propose an extra building block.

Proposition 3: In a high mature social media strategy, the execution consist of a continuous feedback loop between content creation and monitoring.

6.1.2. The revised Social Media Strategy Design framework 2.0

With the stated propositions, the SMSD framework was revised. In a meeting with the original creator, the framework was redesigned. Based on the original SMSD framework, we combined the

analysis, and added content planning to the strategy. An execution building block was added, as well as an evaluation block. The Social Media Strategy Design 2.0 framework is as follows:



Figuur 5: Social Media Strategy Design 2.0

Some changes stand out when the original SMSD framework is compared to the SMSD 2.0 framework. To keep the model uncluttered, the internal and external analyses are now combined to one part. The analysis is used as input for the social media strategy. In the social media strategy, content planning is added. A content planning consists of rough rules, guidelines and tone of voice.

The new added execution part, is a continuous feedback loop between content creation and monitoring. Content creation is a day to day activity. It is the process of thinking of, creating, and

posting content. Monitoring stands for measuring the success of your content, but also monitoring of the web for trends or comments on your organization, and sentiment.

The next step in the process is the evaluation of the strategy. In other words, is the strategy a success? KPI's should be linked to the social media goals, as suggested by Landsbergen (2010). The return on investment could also be calculated. The ROI is not only about how much money is made. As Ghali (2011) states, the ROI should not only be defined in terms of money.

Both strategy and execution are important for well working social media practices. The social media strategy is for the long run. It contains social media goals, target audience, resources, policies, an activity plan and content planning. The execution is the deployment of this strategy. Social media is a quick medium where you have to respond to last minute events, that is why one should continuous monitor and adjust social media activities.

6.2. The municipality of Enschede

During the process of developing a social media strategy for the municipality of Enschede, three key findings were identified regarding the municipality. The first finding has to do with the knowledge level of social media in the organization. There exists little social media knowledge outside the communication department. The interviews, conducted with several employees in different levels and departments, showed that people know what social media is, but not how to use it in favor of the municipality. As a social media strategy affects the whole organization, the knowledge should also be visible outside the concerned department. Therefore we propose:

Proposition 4: The Social media strategy and goals should be known to the whole organization.

The second finding concerns the fact that social media lowers the barrier between customer and organization. Engaging in interaction with the citizens lowers the barrier, by increasing the accessibility. This is in line with Hanna (2011) and Picazo-Velo et al. (2012) who state that social media can change the relationship between customer and organization.

Proposition 5: Social media lowers the barrier between organization and customer.

In line with the previous proposition we found that the ultimate goal is for the municipality is to use social media to solve public issues in an interactive way. As Kietzman et al. (2012), and Kaplan and Haelein (2010) already suggest, social media contributes to co-creation. Co-creation for a municipality doesn't result in new products but in policies, laws and regulations. Therefore we propose:

Proposition 6: Social media can help organizations to accomplish co-creation.

6.3. Summary of the findings

In this chapter the findings were presented. The research in the municipality showed us that the SMSD framework needed a revision. For this revision, three propositions were made:

P1: In a high mature social media strategy, expectations of the target audience should be identified.

P2: A high mature social media strategy should have a content strategy.

P3: In a high mature social media strategy, the content is evaluated on a regular basis.

These propositions led to the revision of the SMSD framework in collaboration with the creator and supervisor, resulting in the SMSD 2.0 (figure 5). Three other propositions were stated regarding the organization as a whole, these propositions have to do with the way social media is part of the organization. Because, as suggested by many authors, social media should support the business goals. The three propositions are as follows:

P4: Social media strategies and goals should be known to the whole organization.

P5: Social media lowers the barrier between organization and customer.

P6: Social media can help organizations to accomplish co-creation.

7. Cross-case analysis

Wieringa and Morali (2012) state that, in action research, one case is enough to generalize your findings. However, a municipality is a very complex, non-profit organization that differs from most organizations. To make sure that the findings are not influenced by the complexity of the organization, a cross-case analysis is conducted. The social media practices were identified for eleven non related companies. By including the profit sector as well, the SMSD 2.0 can prove itself outside the non-profit sector, and the validation will be more profound.

A total of 35 interviews were conducted. Of those eleven companies, nine were included in the results. We choose to exclude two organizations from the analysis because the conducted analysis did not fit this particular research. One company was excluded because it did not use social media for its companies need. It encouraged and helped members to use LinkedIn, but had no LinkedIn company page. The other excluded organization outsourced their social media activities.

In the findings, the cases are divided in low, medium and high maturity levels of social media practices. This distinction is made according to the evolution model of Mergel and Bretschneider (2012). In the low maturity stage, agencies experiment with social media on an informal basis. This happens outside of the accepted technology use policies. Organizations post on an intuitive basis. There is no content plan, no strategy or monitoring activities.

Medium mature organizations acknowledge the need for norms and regulations considering social media. These norms and regulations can be translated to a content plan, or social media strategy, whether or not formalized.

High mature organizations evolve in such a way that social media goals are known to the whole organization and they have a clear outline for appropriate behavior, interaction types, and new modes of communication that are formalized in social media strategies and policies (Mergel and Brenschneider, 2013).

7.1 Results

The results of the 35 conducted interviews are summarized in table 6 and 7.

Company	Are expectations identified?	Is there a content plan?	Is there a social media strategy?	Is content continuously monitored?
Sportswear brand	Yes	Yes	Yes	Yes
Restaurant	Yes	Yes	Yes	Yes
University	Yes	Yes	Work in progress	Yes
Municipality of Enschede	Yes	Yes	Yes	Yes
Printing company	Yes	Yes	Yes	Yes
Radar technology firm	Yes	Yes	Yes	No
Food delivery website	No	Yes	Yes	No
Student organization	Yes	No	No	No
Electronics firm	Yes	No	No	No
Career mediation agency	No	No	No	No

Table 6: Cross-case results regarding framework. *Not applicable.

In table 6, the findings regarding the SMSD 2.0 framework are presented. Eight out ten identified the expectations in one way or another. The extend to how these expectations are identified differed a lot. The university contracted external parties to map the expectations, and discussed the expectations with program directors. Other companies spend significant less time on identifying the target expectations. When being asked about the expectations of their target audience, another company stated: *'The needs of our customers are almost the same, they know what they can expect'*.

Seven organizations had a content planning. Of those seven organizations, everyone had a formalized social media strategy, or was working on it. For the content planning some organizations mentioned guidelines for their content, and that they are supposed to post content on a regular basis. Only one organization mentioned the specific use of a content calendar.

Five organizations monitored their content, almost every company monitors the amount of likes and shares. Some have more advanced methods: *'We monitor all activities 7 days a week. Every person has monitoring programs installed on their smartphones, so he/she can react to requests or violations'*. Only one organization specifically mentioned the use of a web monitoring tool, which monitors the entire web and makes sentiment analysis.

The companies how did not monitored their social media activities were very ambiguous about their activities. In the career mediation agency one interviewee stated the information retrieved from social media was *'very important'*, another interviewee scaled the relevance of this information *'a 2 on a 1-10 scale'*.

Besides the social media practices, we also tried to identify where social media is used for. In table 7 the results are presented.

Company	Is social media used to lower the barrier for potential customers?	Is social media being used for co-creation of any sort?	Are social media goals known to other departments?	Maturity level of social media practices
Sportswear brand	Yes	Yes	Yes	High
Restaurant	Yes	Yes	Yes	High
University	Yes	No	No	Medium
Municipality of Enschede	Yes	No	No	Medium
Printing company	Yes	No	No	Medium
Radar Technology firm	Yes	No	No	Medium
Food delivery website	Yes	No	No	Medium
Student organization	Yes	No	No	Low
Electronics firm	No	No	No	Low
Career mediation agency	Yes	No	No	Low

Table 7: Cross-case results regarding organization

All organizations identified their current and potential customers as their main focus, they use social media to be more accessible and make their brand stronger. The radar technology company stated that the use social media specifically for creating a more accessible image, for customers but also for potential employees. Only one company mentioned that they use social media to convert fans into customers.

Only two organizations used social media for some sort of co-creation. The sportswear brand made an entire social and gaming platform: *‘Not only did our organization a decent job of marketing itself using the four main social networks, but it has also taken the time to establish its own unique social platform’*. And that is not the only thing. The sportswear brand has established some very strong social media communities in multiple sports categories.

The biggest struggle for organizations is to get their social media goals known to the entire organization. As already stated before, a lot of interviewees for the same organizations contradicted each other. Not only goals are not known, social media practices and activities are also not familiar in the organization. For instance, when asked about their content planning, one interviewee of the university stated *‘There exist a content plan’*, where another interviewee said *‘there is no such plan’*.

If we look at the maturity level of the organizations, two organizations have a high maturity level. The high mature organization have a content planning, strategy, and have their goals known throughout the organization. Five are medium mature, they have a content planning and strategy. They fall short

of high mature by not using social media for co-creation and not having their social media goals familiarized throughout the organization. Some medium mature organizations don't monitor their social media. Three organizations are low mature in their social media practices, having no content plan nor strategy, and posting on an intuitive basis. In this kind of organization, there is no clear vision for the deployment of social media.

7.2 Conclusion

In this cross-case analysis, eleven organizations were interviewed about their social media practices. Of those eleven analyses, nine were included in this research, making a total of ten cases including the municipality.

Of those ten, two had a high mature strategy, five medium and three low. Almost every organization identified the expectations of their target audience. Therefore our previous stated proposition, that in a high mature organizations the expectations of the target audience are identified, is incorrect. The identification of your target audience expectations seems to be more of a pre-condition for social media than a distinctive element for maturity.

Co-creation did worked out to be a distinctive element. Only two organizations use social media for some sort of co-creation, while Kaplan and Haelein (2010) and Kietzman et al. (2012) state that co-creation is a key aspect of social media. Overall social media is still mainly used as a marketing tool. This might be because the biggest struggle organizations have to cope with, is the lack of social media familiarization throughout the organization. Not only are goals not known, there are a lot of contradicting thoughts about social media within the same organization. This might indicate that social media is still seen as an instrument of one department, instead of an opportunity for the entire organization.

In the cross-case analysis, the SMSD 2.0 proved itself to be useful to for describing, comparing and evaluating the different aspects of a social media strategy. However, the framework is only useful to assess the strategy and execution of the social media strategy itself. It does not provide insights in the social media perception of the entire organization.

8. Summary and Conclusion

In this research the topic of social media strategy for municipalities is discussed. The main question was:

What is an effective approach to create a social media strategy for a municipality, and is this approach applicable to profit-organizations?

To answer the question a literature review was conducted. In this review the SMSD framework (Effing, 2012) was selected. With the framework, a social media strategy was developed for the municipality of Enschede. After the action research within the municipality, the model was revised. To see this approach affected other organizations, a cross-case analysis was conducted.

8.1. Municipality of Enschede

To test the SMSD framework in practice, an action research was conducted at the municipality of Enschede. Although Enschede was already active on the social media, there was no clear strategy, nor vision for what to become of the social media practices. The goal for the action research was to develop a social media strategy, using the SMSD framework.

With the social media strategy now in place, the online communication team appreciates having a social media strategy. They see the strategy as a guide to more mature social media practices. Enschede already implemented some aspects of the strategy, and are investigating how to implement other recommendations, such as webcare. The implementation of the strategy is still work in process. The biggest challenge for the municipality is to get social media integrated throughout the entire organization. Given the complexity of the organization this will not be easy. The research also showed that social media can, potentially, be very important for a municipality. Social media can lower the barrier between the municipality and the citizens, and ultimately lead to co-creation. These findings led to the following propositions

- *Social media strategy and goals should be known to the whole organization.*
- *Social media lowers the barrier between organization and costumer.*
- *Social media can help organizations to accomplish co-creation.*

Overall Enschede made some steps forward, however they still have a long road ahead of them to get their social media practices at the highest possible level. The challenge remains to organize the social media practices in such a way that it benefits to organization.

8.2. Social media strategy design framework

The SMSD framework was used to create a social media strategy for the municipality of Enschede. The action research showed that the original SMSD framework is not sufficient enough to create a relevant strategy. Some aspects were missing, such as a content planning and the identification of expectations of the target audience. The SMSD framework emphasized especially on the development of a strategy. Little attention was given to the execution, which was rather important for the municipality. Therefore the original SMSD framework was revised according to the following propositions:

- *In a high mature social media strategy, expectations of the target audience should be identified*
- *A high mature social media strategy should have a content strategy*
- *In a high mature social media strategy, there is a continuous feedback loop between content creation and monitoring*

The new SMSD 2.0 framework emphasizes on the process of creating the strategy, as well as the execution. The execution exist of continuous feedback loop between content creation and monitoring. The evaluation of the strategy is also better addressed than in the original framework. Overall, the SMSD 2.0 is a more complete and functional framework which has yet to prove itself in practice.

8.3. Cross-case analysis

A cross-case analysis of eleven cases showed that, the SMSD 2.0 is useful for describing, comparing and evaluating the different aspects of a social media strategy. Furthermore it showed that, other than stated in the propositions, the mapping of expectations is not a distinctive aspect. It seems to be more of a pre-condition for social media.

What did turned out to be distinctive aspects for measuring the maturity of social media practices were co-creation and familiarization of social media goals. Most organizations did not had their social media goals familiarized throughout the organization. This seemed to be the biggest challenge for organizations to get their social media activities to a higher maturity level. The more complex the organization, the harder this will be. For instance, a restaurant will need less investments and time to get high mature than a municipality.

The lack of co-creation in medium and low mature organizations is notable because co-creation is one of the key elements of social media. The outcomes from the cross-case analysis could indicate

that in most organizations social media is still seen a separate tool, instead of a supporting tool for the entire business.

8.5. Limitations and recommendations

As every research, this research has its limitations. Due to a time constraint we were not able to monitor the social media strategy of Enschede for a longer period of time. Although the strategy was seen as a success, the long-term results have to verify if it really is successful or not. Another limitation is found in the cross-case analysis. The interviews were conducted by students from different groups, so the quality of the interviews can differ per case. Not every analysis had a transcript of the conducted interviews. Therefore the conclusions regarding the cross case analysis could be influenced by subjective statements and wrong interpretations of students.

It is recommended that future research is carried out to validate if the SMSD 2.0 framework is an improvement or not, preferably with multiple longitudinal case studies.

8.6. Final conclusion

Overall this research led to a successful social media strategy for the municipality of Enschede. Besides that, it also contributed to the field of social media strategies by revising the original SMSD framework. The revised SMSD 2.0 framework, is a small step forward in the young and vastly developing field of social media strategies. The SMSD 2.0 can be used as tool to develop a social media strategy for every kind of organization. Although not yet proven in practice, the SMSD 2.0 framework has great potential in the social media strategy field.

The cross-case analysis showed that the familiarization of social media goals is the main challenge in getting your organization to a high maturity level. Some signs could indicate that social media is seen as a separate tool.

To answer the research question, we can conclude that a municipality can develop an effective social media strategy by using the SMSD 2.0 framework. This approach is applicable for every organization, as shown by the cross-case analysis.

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10. Appendices

Appendix 1



Figuur 3: ROI of social media (Ghali, 2011)

Appendix 2: social media strategy Enschede (Dutch)

Inleiding

De noodzaak voor een social media strategie is hoog. Social media speelt een steeds belangrijkere rol in ons leven. Zo zijn inwoners van Enschede van mening dat social media de communicatie tussen gemeente en burger makkelijker maakt (Ten Tije & vd Wijngaert, 2012). In Enschede denkt 43% van de burgers dat social media een grotere rol gaat spelen en 54% verwacht vaker social media te gebruiken om informatie te vinden². Er liggen dus enorme kansen

In dit document zetten we de richtlijnen uit voor het social media gebruik van gemeente Enschede. Dit document is opgesteld door de afdeling Communicatie, in samenwerking met Universiteit Twente. Er is gekeken naar het huidige en gewenste social media gebruik. Voor de totstandkoming van deze social media strategie is er met meerdere mensen binnen de organisatie gesproken, op verschillende afdelingen. Ook is er een omgevingsanalyse gemaakt.

Eerst gaan we kijken wat social media is, daarna hoe gemeente Enschede zich moet profileren evenals doelstellingen voor social media, en waar we over 4 jaar willen staan. Als laatste gaan we specifiek de content bekijken.

Hoofdstuk 1: Social media

Inleiding

In dit hoofdstuk wordt gekeken naar het fenomeen social media. Eerst wordt er beschreven wat sociale media zijn. Vervolgens zal gekeken worden de kansen en sterktes maar ook bedreigingen en zwaktes is de vorm van een SWOT analyse. Ook zal het verschil tussen de huidige communicatie kanalen en sociale media uitgelicht worden.

Wat is social media?

Social media is de verzamelnaam voor alle internet applicaties waarmee het mogelijk is om informatie te delen en te interacteren. Er zijn drie soorten social media, blogs, wikis, en social networks (Bonson et al., 2012). Blogs zijn teksten waarin mensen hun ervaringen, meningen, of belevenissen kunnen delen, er is mogelijkheid hierop te reageren. Wikis zijn pagina's waarop kennis gedeeld en geclassificeerd wordt. Het is interactief omdat mensen real time kennis kunnen toevoegen of aanpassen. Bij social networks komen mensen online naar een website waarbij ze een

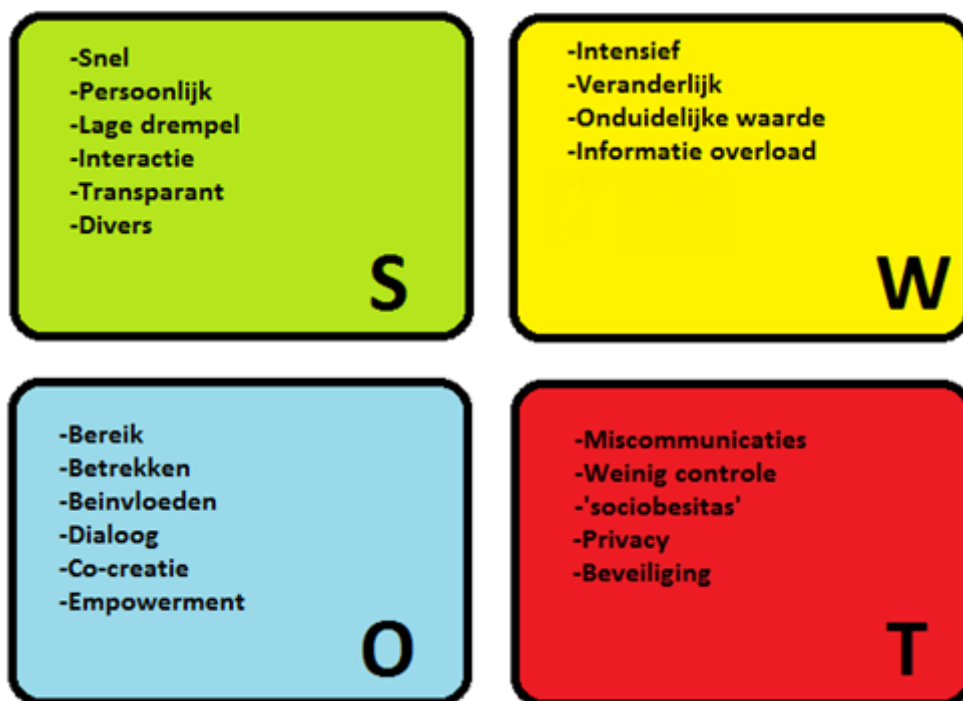
² <http://www.marketingfacts.nl>

netwerk kunnen opbouwen. Afhankelijk van het medium bestaat die uit vrienden, idolen, collega's en bedrijven. Met dit netwerk kan je van alles delen, zoals statusupdates, filmpjes, foto's en muziek.

De laatste paar jaar was social media enorm in opkomst en nu is het inmiddels volledig geïntregeerd in onze samenleving. Ter illustratie: de grootste social media site in Nederland, Facebook, kent 7,9 miljoen leden. De een na grootste, Youtube, 7,1 miljoen leden (Newcom, 2013). Het doel van social media is het bij elkaar brengen van mensen met gedeelde interesses of normen.

SWOT analyse

In een SWOT analyse worden de Strengths (sterktes) Weaknesses (Zwaktes) Opportunities (Kansen) en Threats (Bedreigingen) in kaart gebracht.



Figuur 6: SWOT analyse

Verskil met huidige kanalen

Social media verschilt met de traditionele communicatie kanalen zoals de huis-aan-huis, geprinte media zoals folders en brochures, maar ook berichtgeving via de website verschilt met de berichtgeving via social media.

Interactie

Het verschil tussen sociale media en traditionele kanalen is vooral de interactie. Bij traditionele media wordt er vooral gezonden vanuit de gemeente, deze eenzijdige informatie wordt alleen gezien als mensen gericht gaan zoeken in folders, op de website of telefonisch. Social media draait dit om:

door te zijn waar de burger is, 8 op de 10 gebruikt dagelijks een of meer sociale media (Newcom, 2013), hoeft de burger niet op zoek naar de informatie. Bovendien kunnen burgers nu op de informatie reageren en hun mening delen, hierop kunnen wij als gemeente dan weer reageren. Deze mogelijkheid is er bij de traditionele media niet.

Snelheid

Een ander verschil is de snelheid van het medium. Sociale media zijn supersnel. Waar de huis aan huis een keer per week op de deurmat ligt, kan je via social media direct en waar je wilt informatie delen. Dit zorgt aan de ene kant voor een snellere manier van informeren, maar aan de andere kant verwachten burgers sneller een reactie als ze via de sociale media iets vragen. Zo wordt verwacht van hulpdiensten dat ze in de toekomst net zo snel op social media berichten reageren als op telefoontjes (VDMMP, 2012).

Massa personalisatie

Op de sociale media heb je persoonlijk contact met de burgers, hierdoor krijgt de gemeente een menselijker en benaderbaar karakter. Persoonlijk contact onderhouden met burgers is normaliter een tijdrovende taak, via social media ben je persoonlijk maar bereik je wel veel mensen tegelijkertijd, dit zorgt van een soort van “massa personalisatie”.



Figuur 7 Voor en nadelen van traditionele en nieuwe media (Kuhcoon.com)

Conclusie

In dit hoofdstuk is gekeken naar het fenomeen social media. Social media zijn online kanalen waarbij mensen, op basis van gedeelde interesses, een netwerk kunnen opbouwen en informatie met dit netwerk kunnen delen. Uit de SWOT analyse is gebleken dat social media een complex begrip is.

Uiteindelijk is er gekeken hoe social media verschilt met huidige communicatie kanalen, hieruit kwam naar voren dat social media sneller is, met meer interactie en met de mogelijkheid tot massa personalisatie.

Hoofdstuk 2: Gemeente Enschede

Inleiding

In dit hoofdstuk gaan we kijken naar de gemeente zelf. Wat zijn onze doelstellingen met betrekking tot social media? Welke doelgroepen verwachten we daar mee te bereiken. En hoe is het huidige social media gebruik? Al deze vragen komen in dit hoofdstuk aan bod.

Doelstellingen

Een goede social media strategie sluit aan bij de bedrijfsdoelen (Effing, 2012; Picazo-Vela et al., 2012). Daarom wordt er eerst gekeken naar de bedrijfsdoelen van gemeente Enschede. De doelen die betrekking hebben op social media staan hieronder samengevat. Deze zijn geadopteerd uit het coalitie akkoord 2010-2014. Ook kijken we per doel hoe social media, in algemene zin, aan dit doel bij kan dragen.

NB: Omdat de gemeentelijke strategieën elke 4 jaar wijzigen met de komst van een nieuwe gemeente raad, zal ook de strategie voor social media met elke koerswijziging bijgesteld moeten worden. Bovendien is social media nog een jong werkveld en verandert het social media landschap

De doelen, zoals vastgelegd in het coalitieakkoord, en de bijdrage van social media hieraan zijn als volgt:

Doelstelling 1: Meer gebruik maken van de dynamiek en ontwikkelkracht van burgers en partners

Het doel: Wij willen vooral de zeggenschap van Enschedeërs over de eigen leefomgeving vergroten, bovendien willen we een grotere en directere communicatie tussen burger en gemeente, hierdoor moet de burger meer invloed hebben op de voorzieningen en dienstverlening in de eigen wijk. Door samen te werken met de burgers en partners kunnen we door middel van co-creatie de dynamiek en ontwikkelkracht van burgers en partners vergroten.

Hoe kan social media hier aan bijdragen? Social media stelt de gemeente in staat om op een persoonlijke en directe manier te communiceren. Er kan gericht met een specifieke doelgroep gecommuniceerd worden en interactie kan gestimuleerd worden tussen burgers, partners en de gemeente. Bovendien stellen social media je in staat om op een eenvoudige en voor iedereen toegankelijke manier, real time informatie en ideeën uit te wisselen (Kaplan & Haenlein, 2010)

Doelstelling 2: Versterken van de rol van communicatie, van zenden naar dialoog

Het doel: Als gemeente zijn wij op dit moment voornamelijk zender van informatie. Door deze

eenzijdige communicatie blijft de afstand tussen burger en overheid te groot. Daarom willen we de dialoog aangaan met de burgers en ons mengen in het gesprek, zo komt de gemeente dichtbij de burger te staan. Een dialoog kan ook zorgen voor andere inzichten m.b.t. beleidsvorming, door de discussie aan te gaan weten we beter wat de inwoners van Enschede bezig houdt, en kunnen we daar beter op inspelen.

Hoe kan social media hier aan bijdragen? Sociale media zijn ontworpen om interactie te faciliteren, bovendien is social media laagdrempelig en voor iedereen toegankelijk (Kaplan & Haenlein, 2010). Als gemeente gaan we daarom gebruik maken van reactiemogelijkheden op berichten en kunnen we discussies starten over belangrijke onderwerpen. Ook kunnen we ons gaan mengen in discussies die elders gevoerd worden. Dit is niet alleen een taak van een afdeling communicatie of van het management, maar is een onderdeel van het normale takenpakket van de ambtenaar.

Door actief te monitoren wat er over ons gezegd wordt op de sociale media, kunnen we de dialoog tussen burgers ook volgen, hierdoor kan er een goed beeld van het sentiment worden geschetst.

Doelstelling 3: De overheid dichtbij brengen in stadsdelen en buurten

Het doel: Burgers geven aan dat ze graag beter geïnformeerd willen worden op stadsdeel en wijk niveau, Als gemeente moeten wij inspelen op deze behoeftes. We willen de overheid in de huiskamers van onze inwoners brengen, dit kan alleen als de drempel omlaag gaat. De gemeente wordt nu gezien als anoniem orgaan zonder gezicht. Wij willen de gemeente een gezicht geven en benaderbaar maken, dit lukt alleen als de overheid dichtbij is, dus op stadsdeel en buurt niveau.

Hoe kan social media hier aan bijdragen? Sociale media kunnen hier aan bijdragen door als een platform te dienen. Bovendien kan er heel gericht informatie op stadsdeel niveau gebracht worden. Burgers zullen eerder geneigd zijn te reageren als beleid of beslissingen hen aan gaan of invloed hebben op hun directe omgeving. Via sociale media geven we de burgers de kans om informatie over hun stadsdeel/wijk te vergaren op een toegankelijke, persoonlijke manier. Hierdoor gaat de drempel omlaag en krijgt de gemeente een persoonlijker karakter.

Doelstelling 4: Betere en modernere dienstverlening met een slanke, transparante en efficiënte overheid

Het doel: Wij willen de gemeentelijke dienstverlening verder moderniseren door het gebruik van deze innovatieve technologieën. Bovendien willen we zo concreet invulling geven aan 'de andere overheid'. Afslanking van de gemeentelijke organisatie is ook een van de ambities. Als gemeente streven we ernaar om altijd een goede waardering voor de dienstverlening te hebben, en innovatief voorop te lopen in digitale dienstverlening.

Hoe kan social media hier aan bijdragen? Social media is van nature modern en transparant. Door het open karakter kan iedereen meepraten op de social media en zijn alle activiteiten te volgen. Bovendien kan het ook zorgen voor een efficiëntere overheid (Picazo-Vela et al., 2012). Ervaringen van andere bedrijven ([UWV](#), [PostNL](#)) leren ons dat webcare een meetbare ontlasting van het andere dienstverleningskanalen teweeg brengt. Buiten dat komt het de efficiëntie extra ten goede omdat informatie actief gedeeld kan worden als er bijvoorbeeld veel vragen over hetzelfde onderwerp binnen komen. Ook kan d.m.v. social media de mening van burgers over de dienstverlening gepeild worden. Door actieve monitoring kan de dienstverlening continu verbeterpunten signaleren.

Doelstelling 5: Versterking van inzet van nieuwe media voor communicatie

Het doel: De gemeente moet door het gebruik van ICT de interactie met burgers versterken. Ook moeten de nieuwe manier voor communiceren worden ingezet voor het informeren van burgers. De huidige communicatie verloopt veelal via de traditionele media, hier moet een omslag in komen in zowel aanpak, als content.

Hoe kan social media hier aan bijdragen? Social media is de nieuwe media voor communicatie. Het vergt wel een andere aanpak dan de traditionele media, het zal pro actiever moeten. Via sociale media kunnen we (bepaalde) groepen burgers, zoals jongeren en studenten, beter en gericht bereiken. Door een combinatie van communicatie kanalen te gebruiken bereiken we zo een groter publiek.

Doelgroepen

Enschede maakt gebruik van de doelgroep indeling van Motivaction³, die onderscheiden vier verschillende groepen namelijk: buitenstaanders, verantwoordelijken, pragmatici en plichtsgetrouwen.

De primaire doelgroep voor social media zijn de buitenstaanders. De indeling van Motivaction laat zien dat in Enschede een grote groep buitenstaanders aanwezig is. Een van de kenmerken van deze groep is dat ze veel gebruik maken van online mogelijkheden en het contact met de overheid tot een minimum proberen te beperken. Door middel van social media en te zijn waar de burger is, kunnen we deze burgers beter bereiken. Social media is dus uiterst geschikt om deze doelgroep te bereiken. Door het actief delen van informatie en aanbieden van webcare kunnen we deze groep beter bedienen.

De andere groepen (verantwoordelijken, pragmatici en plichtgetrouwen) zijn doorgaans al goed of redelijk geïnformeerd. Een groep die minder belang heeft bij social media zijn bijvoorbeeld de

³ Zie Bijlage 1

verantwoordelijken. Deze groep is doorgaans al goed geïnformeerd over wat er speelt in de buurt. Wel is social media een kans voor de verantwoordelijken om makkelijker informatie te vergaren en te volgen. Door het open karakter van social media, kunnen deze groepen ook de gemeente volgen op social media. We sluiten dus geen groepen buiten, maar richten ons in eerste instantie op de buitenstaanders.

Conclusie

In dit hoofdstuk is gekeken naar de gemeente Enschede en haar doelen en doelgroepen. Hieruit zijn een aantal doelstellingen naar voren gekomen die betrekking hebben op social media:

- **Meer gebruik maken van de dynamiek en ontwikkelkracht van burgers en partners**
- **Versterken van de rol van communicatie, van zenden naar dialoog**
- **De overheid dichtbij brengen in stadsdelen en buurten**
- **Betere en modernere dienstverlening met een slanke, transparante en efficiënte overheid**
- **Versterking van inzet van nieuwe media voor communicatie**

Ook is er beschreven hoe social media bij kan dragen aan deze doelstellingen. Daarna zijn de verschillende doelgroepen aan bod gekomen, ook is gekeken hoe social media bij kan dragen deze doelgroepen te bereiken.

Hoofdstuk 3: Waar willen we staan in 2018

In 2018 is social media volledig geïntegreerd in de dienstverlening.

a) Wat signaleren we?

- Onderzoek wijst uit dat social media de komende jaren steeds belangrijker zal worden, zo verwacht meer dan de helft van de Enschedeërs dat social media een nog grotere rol gaat spelen in hun leven, vooral als manier om informatie te vergaren (ten Tije & Wiengaert; 2012).
- Als gemeente willen wij een optimale dienstverlening, dit betekent aansluiten op de behoefte van burgers.

b) Wat betekent dat voor onze social media strategie?

In 2018 zijn social media een volwaardig dienstverleningskanaal – misschien wel belangrijker dan alle andere kanalen. Wel verwachten we dat de eigen website nog steeds een belangrijke basis vormt. Onze website (inclusief digitaal loket) en social media groeien naar elkaar toe. De website moet steeds meer op onze social media kanalen aansluiten en de social media kanalen steeds meer op de website. Het integreren van social media in de dienstverlening betekent dat social media een officieel en volledig dienstverleningskanaal wordt.

c) Wat is daarvoor nodig?

Om dit te bereiken zijn we afhankelijk van twee aspecten: de techniek en de organisatie.

- -De **techniek** ontwikkeld zich steeds verder, voor een enkel kanaal (Facebook) is het nu al mogelijk het digitaal loket te integreren. Dit is echter nog niet optimaal en lang niet mogelijk op elk kanaal. Het is dus afwachten hoe dit zich ontwikkelt, maar de gemeente kan wel actief op zoek gaan naar technieken die deze integratie mogelijk maken.
- -De **organisatie** moet zo worden ingericht dat social media een prominente plek heeft. Het inzetten van social media voor dienstverlening moet voor een medewerker net zo gewoon worden als het gebruik van telefoon of e-mail nu. Uit interviews, op verschillende niveaus binnen de gemeente Enschede, is gebleken dat men voor het grootste deel enthousiast is over sociale media. Op een enkeling na, is er echter een gebrek aan visie en kennis over social media. Dit zorgt er voor dat mensen wel enthousiast zijn, maar niet weten hoe social media gebruikt kan worden. Hierdoor is men enigszins voorzichtig als het gaat om social media. Om social media

volledig te integreren in de dienstverlening moet men overtuigd raken van de kracht en toegevoegde waarde van social media, door kennis te vergroten en goede voorlichting te geven.

In 2018 communiceert heel de organisatie direct met de buitenwereld via social media

a) Wat signaleren we?

- Twee van de eigenschappen van social media zijn dat het laagdrempelig en interactief is (Kaplan & Haelein, 2010). Doordat persoonlijke interactie hierdoor makkelijker wordt, kan de gemeente dichterbij de burger staan. Hierdoor krijgt de gemeente een gezicht, wat het vertrouwen in de gemeente moet vergroten.
- Factor C wil dat er op persoonlijk niveau interactie is tussen burger en ambtenaar. Op dit moment is alle communicatie centraal geregeld via de afdeling communicatie. We communiceren als gemeente en niet op persoonlijke basis.

b) Wat betekent dat voor onze social media strategie?

Om te bewerkstelligen dat er op persoonlijk niveau interactie is, moeten er individuele medewerkers gestimuleerd worden om te communiceren met de buitenwereld via social media. Hiervoor moet de kennis vergroot worden en medewerkers geënthousiasmeerd. Het doel voor 2018 is dan ook om de organisatie communicatiever te maken, door middel van social media.

c) Wat is daarvoor nodig?

Om dit te bereiken zijn we afhankelijk van twee aspecten: de kennis van individuele medewerkers en stimulans vanuit de organisatie.

- Door de **kennis** van individuele medewerkers te vergroten, hopen we dat er meer gebruik wordt gemaakt van social media. Niet alleen kennis van social media, maar ook die van Factor C en de communicerende organisatie, moet vergroot worden.
- **Individuele medewerkers** moeten gestimuleerd worden om te communiceren met social media via een 'persoonlijk' werk account⁴. Nu loopt de communicatie met social media via de afdeling communicatie, om te beginnen moet dienstverlening hierbij betrokken raken en in de fases daarna moeten medewerkers in de rest van de organisatie langzaam mee gaan doen.

In 2018 worden vraagstukken interactief en gelijkwaardig aangepakt via social media.

⁴ Zie <https://www.facebook.com/Coolblue> voor voorbeelden van een 'persoonlijke' werk accounts

a) Wat signaleren we?

- Het gedrag van de burger verandert, de burger verwacht in de toekomst snelle interactie, hecht veel waarde aan authenticiteit en wordt mondiger (Picazo-Vela et al., 2012). Er ontstaat een verwachtingspatroon dat organisaties steeds meer hun kennis en informatie delen, en dat de burger meer inspraak heeft, wat leidt tot vormen van co-creatie.
- Het college dat er meer gebruik gemaakt moet worden van de dynamiek en ontwikkelkracht van burgers en partners.

b) Wat betekent dat voor onze social media strategie?

Dit betekent dat we in 2018 vraagstukken interactief en gelijkwaardig aanpakken via social media. Hiervoor moet gemeente Enschede een geaccepteerde en gewaardeerde plek krijgen binnen actieve communities. Een stimulerende en faciliterende rol van de gemeente (zowel offline als online) moet leiden tot meer zelfredzaamheid van de burgers. Social media moeten dienen als een platform waar Enschedeërs elkaar kunnen vinden. Deelname in een community vooral voort vloeit uit intrinsieke motivatie (Aalbers, 2004). Hierom moet gemeente Enschede niet zelf een platform starten, maar juist opzoek gaan naar actieve communities. Door vraagstukken in de community neer te leggen, kunnen deze interactief vraagstukken worden aangepakt.

c) Wat is daarvoor nodig?

Om dit te bereiken zijn we afhankelijk van twee aspecten: actieve communities, en het bereiken van de burger.

- Het is van belang dat gemeente Enschede geaccepteerde en gewaardeerde plaats verwerft binnen de **communities**. Idealiter hoeven we dan niet meer op zoek naar actieve communities, maar kloppen deze bij ons aan. Dit betekent dat gemeente Enschede als gelijkwaardige aanwezig moet zijn in communities.
- De **burger** moet bereikt worden. Om dit te bewerkstelligen moeten beleidsmedewerkers moeten present zijn in communities, en daar de gemeente vertegenwoordigen. Gebeurt dit op gepaste wijze, dan wordt de gemeente onderdeel van de community. Op deze manier staan we dicht bij de burger en weten we beter wat er speelt.

Hoofdstuk 4: Aanbevelingen

Inleiding

In dit hoofdstuk worden concrete aanbevelingen gedaan omtrent de social media van gemeente Enschede. Deze aanbevelingen komen voort uit de vast gestelde doelstellingen en interviews met meerdere personen op verschillende niveaus en afdelingen binnen de gemeente.

Aanbevelingen (gerangschikt op prioriteit)

1) Frequenter content plaatsen met behulp van een content kalender

Social media gaat om het delen van content. Op de gemeentelijke kanalen moet daarom regelmatig content geplaatst worden. Op Facebook gaan we minimaal 1 keer per dag posten, op Twitter minimaal 3 keer. De content die we plaatsen verschilt per kanaal. Wat overeen komt is dat alle content divers en gevarieerd moet zijn. Dit wil zeggen een combinatie van foto's, video's, tekst en links met verschillende onderwerpen. De content moet actueel zijn, maar ook interessant genoeg voor onze volgers, of in ieder geval een deel daarvan. Belangrijk is dat het gedrag van de gemeente moet reflectief is aan de social media (Kaplan & Haenlein, 2010).

Om te waarborgen dat er dagelijks content geplaatst wordt gaan we gebruik maken van een content kalender. Op deze kalender wordt er elke twee weken, i.c.m. de communicatie kalender, een plan gemaakt voor de content op social media. Omdat dit een erg belangrijk onderdeel is, wordt in hoofdstuk 5 specifiek op content ingegaan.

2) Investeren in Webcare

Webcare moet zo snel mogelijk worden opgezet en operationeel zijn. De verwachtingen van burgers, en het feit dat 80% van het web uit UGC (User Generated Content) bestaat, zijn drijfveren voor het implementeren van webcare. Webcare⁵ is van essentieel belang en we kunnen beter nu inspringen dan in de toekomst achteraan te lopen.

Bij webcare wordt het web gemonitord op opmerkingen over gemeente Enschede. Hiervoor is een software pakket nodig dat actief het web afspeurt en het sentiment van de berichten meet, is het positief, negatief of neutraal? Buiten het software pakket moet er ook tijd worden geïnvesteerd voor het beantwoorden en analyseren van de vragen en opmerkingen. Wat je er voor terug krijgt is informatie die gebruikt kan worden om de gemeente te verbeteren, bovendien is het in potentie ook een extra dienstverleningskanaal. Een voorwaarde hiervoor is dat er een goede samenwerking is tussen communicatie en dienstverlening. Webcare draagt bij aan doelstellingen 1,2,4 en 5.

⁵ Zie bijlage 2 voor een uitgebreide uitleg

Om te meten hoe effectief de webcare is, zijn er KPI's voor het webcare gebruik vast gelegd. Deze zijn vastgesteld aan de hand van ervaringen van andere organisaties en onze eigen ambities ([UWV](#), [PostNL](#)):

- tenminste 80 % van de klanten is tevreden tot zeer tevreden over dienstverlening via webcare (te meten in permanent klanttevredenheidsonderzoek)
- Meetbaar minder klanten op kanalen balie en telefoon
- Geen vermindering (en liever nog: toename) van gebruik van kanaal website (digitaal loket)
- Toename van volgers op Twitter en Facebook met 50 %
- Meetbare verbetering van sentiment in berichten over de gemeente (meer positief, minder negatief)

3) Vergroten van kennis over social media

Uit interviews in de organisatie is gebleken dat er te weinig kennis is over social media. Men kent het begrip en is zelf ook gebruiker, maar hoe social media ingezet moet worden voor de organisatie is voor de meeste onduidelijk. Op dit moment hebben slechts enkelen medewerkers een visie op hoe social media kan worden ingezet voor gemeente Enschede. Mede hierdoor is er een afwachtende houding tegenover social media, daar moeten we vanaf. Social media moet onderdeel worden van de organisatie, social media moet gezien worden als het belangrijkste communicatie middel met de buitenwereld. Hiervoor zal de kennis vergroot moeten worden. Te beginnen bij afdeling dienstverlening en het top management. Top management support is namelijk een absolute voorwaarde bij het gebruik van social media (Effing, 2012).

De gemeente zal continu onderzoek moeten naar nieuwe mogelijkheden en trends in de social media. Niet alleen technologische ontwikkelingen moeten in de gaten gehouden worden, maar ook ontwikkelingen in wet- en regelgeving omtrent internet en privacy zijn belangrijke aspecten.

Hoofdstuk 5: Content Planning

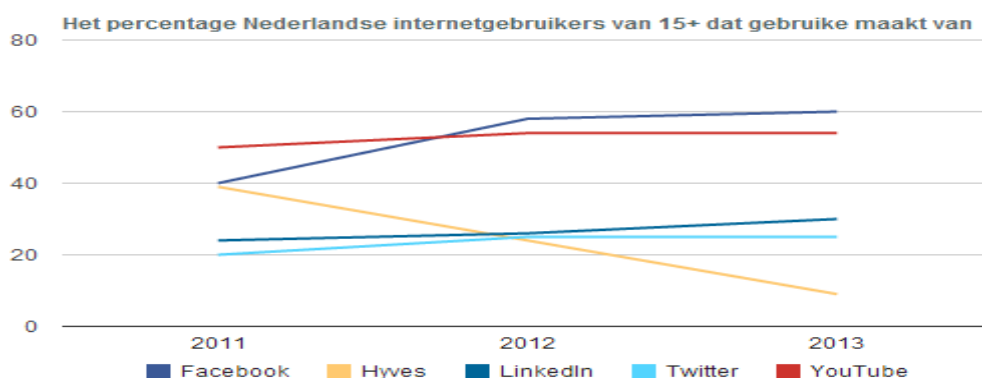
Inleiding

In dit hoofdstuk gaan we specifiek in op de content. Hoe vertalen de doelstellingen en aanbevelingen zich naar de praktijk? Bij de gemeente zijn we op dit moment al aanwezig op verschillende social media kanalen, maar aanwezig zijn alleen is niet genoeg. Social media draaien om interactie, gedeelde interesses en het delen van informatie (Kaplan & Haenlein, 2010). We maken onderscheid tussen corporate kanalen en afdeling/project specifieke kanalen.

Corporate

Kanalen

Op welke kanalen moeten we als gemeente actief worden? Uit het onderzoek van Newcom (2013) blijkt dat bijna elke grote social media site stijgt in aantal gebruikers, alleen bij Hyves zijn de gebruikers in iets meer dan een jaar gehalveerd. Alhoewel het aantal Facebook gebruikers nog wel toeneemt in Nederland daalt het aantal gebruikers in Europa en de VS. Facebook is met zo een 7,9 miljoen gebruikers de grootste social media van Nederland. Met 7,1 gebruikers staat Youtube op een tweede plek. Op gepaste afstand volgt LinkedIn met 3,9 miljoen, Twitter met 3,3, Google+ met 2,0 miljoen en Hyves sluit het rijtje af met 1,2 miljoen gebruikers. Opvallend is dat Hyves in 2010 nog 10 miljoen gebruikers had. Dit geeft ook aan hoe vluchtig het social media landschap kan veranderen. Visuele content wordt steeds belangrijker, kanalen als Instagram en Pinterest groeien snel. Ook video dienst Vine (dochterbedrijf van Twitter) wint steeds mee aan populariteit.



Figuur 8: Het percentage Nederlanders dat social media gebruikt (15+). (Newcom, 2013)

Op dit moment is gemeente Enschede vooral actief op Twitter en Facebook. Het heeft profielen op Youtube, LinkedIn, Google+, en Hyves. Van deze profielen wordt alleen op Youtube met enige regelmaat een video geplaatst.

In het huidige social media klimaat zijn Facebook en Twitter, samen met Youtube, alle drie belangrijke spelers. Verwacht wordt ook dat er een omslag komt van Facebook naar Google+, deze voorspelling is echter nog niet uit gekomen en de vraag is of het ooit gaat gebeuren. Desalniettemin moeten we er wel klaar voor zijn als deze omslag er komt.

De focus blijft voorlopig op Twitter en Facebook, maar we gaan wel Instagram, Pinterest en Google+ verkennen. Dit is interessant omdat Instagram gebruikers de hoogste engagement met merken tonen van alle sociale media. Bovendien zijn deze kanalen heel snel aan het groeien (Newcom, 2012). Als gemeente moeten we zijn waar de burger is (doelstelling 3), in populariteit stijgende social media

sites worden hierdoor erg interessant. Een andere reden waarom we verschillende sites moet gaan gebruiken is het verschil in gebruikers, via Twitter bereiken we een andere doelgroep dan via Facebook of Instagram. Sowieso moeten we de laatste trends blijven volgen en ook nieuwe social media sites in de gaten houden, dit omdat we als doelstelling hebben dat de communicatie via nieuwe media beter moet (doelstelling 5).

Kanaalkoppeling

Ook is er enige samenhang tussen de kanalen. Foto's die op Facebook geplaatst worden kunnen bijvoorbeeld ook op Instagram. Koppelingen tussen accounts zijn ook mogelijk, koppelingen die aan te raden zijn:

- *Facebook-Twitter (alles wat op Facebook geplaatst wordt komt ook op Twitter, maar niet andersom)*
- *Youtube- Twitter (alles wat op Youtube geplaatst wordt komt op Twitter, maar niet andersom)*
- *Youtube- Facebook (Relevante video's die op Youtube geplaatst worden, komen op Facebook, maar niet andersom)*

Op deze manier zijn alle kanalen up to date. Om onze kanalen onder de aandacht te brengen en het vergroten van het bereik, moeten we de kanalen promoten.

Thema's

Alleen als de social media aansluit op de business goals, heeft het een positief effect (Picazo-Vela et al., 2012; Effing 2012). Enschede wil zich bijvoorbeeld presenteren als transparante overheid, de social media moet dus ook een transparante uitstraling hebben. Het is dus van belang dat content aansluit op de doelen.

Omdat het soms lastig kan zijn om elke dag met minimaal twee posts te komen, onderscheiden we vier thema's die als leidraad gebruikt kunnen worden bij het bedenken van content. Deze thema's zijn tot stand gekomen door het coalitie akkoord en de toekomstvisie 2020 te combineren. Dit zijn slecht voorbeelden waarover gepost kan worden. Het zijn dus slechts suggesties om het bedenken van content te vergemakkelijken. Andere onderwerpen, zoals duurzaamheid of zorg, zijn ook zeer relevant voor social media en moeten niet uitgesloten worden.

In het coalitie akkoord staat dat Enschede hard op weg is om '**centrum van het Oosten**' te worden, in de toekomstvisie is dit ook een van de hoofdthema's. Om Enschede al centrum van het oosten neer te zetten, moet het centrum van Enschede natuurlijk een bruisend geheel worden. Sociale media kunnen hier aan bijdragen door evenementen aan te kondigen, maar ook cultuur, winkels, horeca, en

informatie over bestemmingsplannen etc. horen bij dit onderwerp. Eveneens is de bereikbaarheid belangrijk, als er wegopbrekingen o.i.d. zijn moet de burger hierover worden ingelicht.

De **kennis- en talentenstad Enschede** huisvest met de universiteit en het kennispark twee grote kennis instituten. De jeugd moet gestimuleerd worden het beste uit hen zelf te halen. voor social media betekent dit dat er informatie gedeeld wordt over Enschedese projecten en innovaties. Bovendien verstaan we met talent niet alleen het kennis potentieel van de studenten, maar ook de sportieve of muzikale talenten en ambities van Enschede. Informatie over sport talenten en ploegen in de regio kan ook zo nu en dan gedeeld worden.

Voor de **actieve en leefbare wijken** is het van belang dat er wordt gewerkt aan de sociale cohesie. Bijvoorbeeld door bewoners te laten samenwerken met projecten in het openbaar groen en de burgers het voortouw te laten nemen in ontwerp van wijk en leefgebied. Maar ook acties om de zelfredzaamheid, participatie, duurzaamheid en veiligheid te verbeteren, zoals het oproepen om de minder mobiele buurtbewoners te helpen met boodschappen o.i.d.

In het coalitieakkoord is opgenomen dat de **dienstverlening** in Enschede een goede waardering moet krijgen. Enschede moet hoog scoren op beoordeling van de kwaliteit van publieksdienstverlening, de eerste focus is op het informeren van de burgers over de huidige dienstverlening, maar nog interessanter zijn verbeter punten van dienstverlening en burgers betrekken bij het proces.

Afdeling/project specifiek

Rondom verschillende projecten vanuit de gemeente kan social media een ondersteunende rol spelen. Tijdens dit soort projecten kunnen er verschillende tools, strategieën of andere aanpakken gebruikt worden dan bij het corporate account. Een goed voorbeeld van dit soort projecten is Henk Ontwerpt. Henk ontwerpt was een succesvol project voor de her indeling van het openbaar groen in Stroinkslanden. Bij dit project is ingezet op zowel online als offline interactie met de burger, waarbij social media een belangrijke rol speelde. De Facebook pagina van Henk ontwerpt werd een actieve community. Dit soort projecten brengen burgers samen en zorgt dat de overheid dichtbij is. Dit sluit aan bij doelstellingen 1,2,3 en 5.

Projecten kunnen als voorbeeld dienen voor de gemeentelijke social media kanalen en kunnen vooral veel inzicht en leermomenten verschaffen t.o.v. sociale media. Vernieuwende strategieën zien we graag op dit soort kanalen, vanuit deze projecten kunnen we dan ook de corporate strategie aanpassen.

Spelregels

Als gemeente streven we erna om duidelijk te communiceren, ook via de social media. Dit betekent dat we dezelfde boodschap moeten verkopen op sociale media. Er is niets mis met afdelingen die hun eigen Twitter account willen, zolang we dezelfde regels handteren. Als een afdeling een eigen social media account wil moet het op de volgende punten letten:

- Elke afdeling is zelf verantwoordelijk voor de inhoud en het beheer van de afdelingsaccount.
- Gedraag je als onderdeel van de gemeente, maak gebruik van het logo in je profiel foto. Verwijs in je bio naar de officiële kanalen (@gem_enschede, enschede.nl, digitaal loket, 14053), maar ook afdelingsspecifieke contact info.
- Verkondig dezelfde visie als de gemeente, het mag niet voorkomen dat twee kanalen van de gemeente een andere boodschap verkondigen over hetzelfde onderwerp.
- De inloggegevens moeten bekend en bewaard worden op de afdeling, op deze manier kan de afdeling in de toekomst altijd gebruik blijven maken van deze accounts
- Tijdelijke accounts of accounts die weinig tot geen volgers trekken dienen gestopt te worden, het is zonde om daar tijd in te investeren. Als je een account stop zet, meldt dit dan wel aan je volgers.
- Er wordt minimaal 2 keer per week een nieuw bericht geplaatst worden.
- Vragen moet je binnen 24 uur beantwoorden tijdens de werkweek.

Conclusie

In dit hoofdstuk zijn de content plannen voor de gemeentelijke social media kanalen beschreven. We maken onderscheid tussen corporate kanalen en afdelings- en project specifieke kanalen. Bij beide gaan we ons op een informeel-professionele toon profileren op de social media. We focussen ons op dit moment op Twitter en Facebook, maar houden nieuwe kanalen wel scherp in de gaten. De content die we plaatsen verschilt per kanaal, wat wel overeen komt is dat alle content divers en gevarieerd moet zijn in vorm en onderwerp. Dit wil zeggen een combinatie van foto's, video's, tekst en links met verschillende onderwerpen.

De afdelings- en project specifieke kanalen hebben allen hun eigen identiteit, wel moet duidelijk worden gemaakt dat deze kanalen onderdeel zijn van de gemeente. Bovendien moeten we als gemeente dezelfde boodschap communiceren, maar de verpakking mag anders zijn. Vernieuwende strategieën en tools die eerst op afdelings- en project specifieke kanalen gebruikt worden, verschaffen ons veel informatie voor het corporate kanaal.

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Appendix 3: Questionnaire for semi-structured interviews.

- Goals :
 - What are the goals for your department?
 - Do you meet your goals at this moment?
 - How do you measure success?
 - How could social media contribute?
 - What do you expect off a social media strategy?
- Target audience:
 - What is your prior target audience, and where are they active?
 - Do you reach your target audience, if so how?
 - Do you think social media can contribute to a greater reach of your target audience?
- Channel choice:
 - Do you recognize the need for social media strategy?
 - Does the municipality of Enschede needs a code of conduct for social media use among employees?
 - What kind of channel would you prefer for as corporate channel, e.g. how about interaction?
 - Would you like to have your own channel for your department?
- Resources
 - Is there enough support for social media in your department?
 - *Is your department willing to invest (money or hours) in social media?*
 - Do you see social media as a long term or short term project?
- Monitoring:
 - When is your department satisfied?
 - What could be potential KPI's for social media?
 - What kind of information would you like to retrieve from social media?

Appendix 4: Questionnaire for semi-structured interview by e-business students.

What are the current Social media users and practices in your company?

- How do the social media practices fit in your company's marketing plan?
- Do the current practices align with corporate business goals and corporate vision?

Is there an overall strategy for the social media?

- Are there specific goals and target audiences for the social media practices?
- Are there any resources defined for social media
- Do you have a social media policy for employees?
- Is the social media channel choice clearly defined?

How about content planning, do you have a planning for content?

- How is the overall strategy translated to content?/How do you come up with content?
- Are there any guidelines for posting content? (e.g. tone of voice, posts per day etc.)
- Do you evaluate your content on regular basis?

How does the external environment effects the social media users and practices?

- Did you kept in mind the external technology and behavioral trends?
- Are Law and regulation effecting your social media? Are law and regulation regarding social media consulted?
- Are the expectations of your audience identified?

Do you monitor the social media?

- How do you define success for social media?
- What insights and metrics are important for you?
- How do you evaluate the social media practices?