Social Media Governance 2010

How companies, the public sector, and NGOs handle the challenges of transparent communication on the Internet
Social Media Governance 2010

Results of a survey among communications professionals from companies, governmental institutions and non-profit organizations in Germany

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At a Glance
Study „Social Media Governance 2010“

Key data
- Survey among communication managers and public relations professionals from companies, governmental institutions and non-profit organizations in Germany (no agencies and consultants)
- Sample size: 1,007 fully completed questionnaires (n = 1,007 communications professionals)
- A joint research project of the University of Leipzig, Pressesprecher magazine (Berlin) and Fink & Fuchs PR AG (Wiesbaden)

Key topics
- Strategies for the launch of social media communications
- Skills and responsibilities within the organization
- Tools and applications in corporate communications
- Relevance, opportunities and risks of communications in the social web
- Changes in communication activities due to new paradigms
- Identification of existing regulatory frameworks for interactive communications (Social Media Governance)
- Correlations between skills, strategies, activities and governance structures
Point of departure and research questions

Social media are currently on top of the agendas of many organizations. Within the scope of "Enterprise 2.0," this not only applies to PR and corporate communications, but to other departments and functions as well. Top management is faced with the challenge of finding ways of dealing with this relatively new and usually anarchically introduced topic.

Corporations become active on Facebook and YouTube, Twitter and become involved in online communities. Yet this usually takes place very unsystematically – the responsibilities are not identified, frequently there is a lack of qualification training for employees, while guidelines for online communications and key performance indicators to measure the success are also missing. The question arises of how to organize and manage the activities of the involved players in such a way as to optimally achieve overriding organizational goals.

This calls for Social Media Governance in the sense of a formal or informal regulatory framework for the actions of members of the organization in the social web. In the social sciences, "governance“ describes the institutional structures and processes of handling interdependencies among various actors. The study examines the status quo of Social Media Governance, identifies influencing factors, and states opportunities, risks and the prerequisites for corporate communications in the era of the social web. Data for the empirical research has been collected in Germany, the largest country in Europe and home of many multinational organizations. This makes the research relevant on a global scale.
Selected results of the empirical study

- 54 per cent of all German organizations currently utilize social media for communications purposes. However, the majority (26.2%) have been active in the area for less than 12 months and a further 22.1 per cent for more than one year, while only a minority of six per cent has accumulated more than three years of experience.
- The most frequently applied tools are video sharing, microblogging and blogs; the most popular communities are Facebook, Xing and own social networks on the Intranet or Extranet. The most popular applications among PR departments are Facebook profiles/pages and Twitter channels. Corporate blogs and social media newsrooms remain nominal.
- The majority of communications professionals rated their social media skills as medium or low. The most deficits were found in technical expertise, evaluation, strategic development of social media, and the management of web communities.
- The most frequently stated perceived risks of social media can be summarized under the term "loss of control." A total of 82.3 per cent perceive the greatest benefit to be the quick distribution of information, followed by improved services (45.7%), and simplified monitoring of public opinion (44%).
- Nine in ten companies so far have no explicit regulatory frameworks (Social Media Governance). However, the presence of such structures has a very positive effect on skill levels, which positively influence the development of strategies and the degree of activity. This means that the establishment of Social Media Governance structures is a key factor for the rooting of social media communications in organizations.
Key figures of the study and social demographics of the participants
Method

Survey method and sampling procedure

- Online survey in June 2010 (3 weeks)
- Questionnaire with 20 questions, each based on scientific hypotheses incorporating existing theories and previous empirical findings
- Personal invitation to participate via the mailing list of Pressesprecher magazine and to the members of the Bundesverband deutscher Pressesprecher (BdP – German federal association of spokespersons, largest branch association for PR professionals in Germany)
- Participants: 1,007 fully completed questionnaires

Evaluation

- Statistical analyses with the methods of empirical social research (descriptive and analytical statistics), using SPSS software tools
- Statistically significant group differences were tested with variance analyses, and dependencies were tested via correlations. For this purpose, the correlation coefficient was determined for each instance, either Pearson's or Spearmans Rho, depending on the data volume. The higher these values, the stronger the correlation – with a maximum value of 1 with an overall probability value of $\alpha = 0.05$. Significant facts are listed in the footnotes.
### Social demographics of the participants (1,007 communications professionals)

<table>
<thead>
<tr>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of PR / corporate communications</td>
<td>Working in the PR / communications department of a</td>
</tr>
<tr>
<td>PR manager / spokesperson, PR consultant</td>
<td>- joint-stock company 17.8%</td>
</tr>
<tr>
<td></td>
<td>- private company 44.7%</td>
</tr>
<tr>
<td></td>
<td>- governmental institution or association 23.0%</td>
</tr>
<tr>
<td>Trainee</td>
<td>- non-profit organization 14.5%</td>
</tr>
</tbody>
</table>

#### Age

| Average age (years) | 40 |

Social Media Governance 2010 / n = 1,007 communications professionals / Q.20.
Age distribution of the participants

- Up to 30: 18%
- 31-40: 36%
- 41-50: 32%
- 51-60: 13%
- Older than 60: 1%
## Size of the surveyed organizations

<table>
<thead>
<tr>
<th>Category</th>
<th>&lt; 50 employees</th>
<th>50 to 250 employees</th>
<th>250 to 1,000 employees</th>
<th>&gt;1,000 employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint-stock company</td>
<td>0.6%</td>
<td>1.5%</td>
<td>3.2%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Private company</td>
<td>7.3%</td>
<td>10.9%</td>
<td>11.7%</td>
<td>14.7%</td>
</tr>
<tr>
<td>Governmental institution or association</td>
<td>5.8%</td>
<td>6.2%</td>
<td>6.1%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Non-profit organization</td>
<td>5.7%</td>
<td>4.5%</td>
<td>2.5%</td>
<td>1.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19%</strong></td>
<td><strong>23%</strong></td>
<td><strong>25%</strong></td>
<td><strong>34%</strong></td>
</tr>
</tbody>
</table>

Social Media Governance 2010 / n = 1,007 communications professionals / Q 20.
The participants of the survey can be divided into three groups. Filters in the questionnaire ensured that parts concerning the use of social media etc. were only answered by those concerned with the relevant issue. All results were calculated for the overall sample.

- **Social media in use**
  - Part I: Online experience of the organization, demographics
  - Part II: Application of social media, strategies, tools
  - Part III: Responsibilities in the PR department
  - Part IV: Evaluation of social media, skills

- **Social media planned**
  - Part I: Online experience of the organization, demographics
  - Part II: Application of social media, strategies, tools
  - Part IV: Evaluation of social media, skills

- **Social media neither in use nor planned**
  - Part I: Online experience of the organization, demographics
  - Part IV: Evaluation of social media, skills

Σ = 1,007 participants
Assessment of social media
Communication managers have high expectations regarding social media – this is equally true for companies, public sector and non-profit organizations.

Social media are crucial for the future design of PR/corporate communications

Social media mainly provide risks for PR / corporate communications

Social media mainly provide opportunities for PR / corporate communications

Social Media Governance 2010 / n = 1,007 communications professionals / Q 15: How do you rate the following statements on a scale from 1 to 5 (fully disagree/fully agree)? / Variance analyses showed no significant differences among the different types of organizations.
The assessment of importance and opportunities of social media is correlated to the private use of social media, age, and experience of the organization.

<table>
<thead>
<tr>
<th>Social media experience of the organization (years)</th>
<th>Relevance of social media</th>
<th>Opportunities of social media</th>
<th>Risks of social media</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.2</td>
<td>0.2</td>
<td>-0.12</td>
</tr>
<tr>
<td>Age of the communication managers</td>
<td>-0.09</td>
<td>-0.09</td>
<td>n. s.</td>
</tr>
<tr>
<td>Private social media use of the communication managers</td>
<td>0.22</td>
<td>0.22</td>
<td>n. s.</td>
</tr>
</tbody>
</table>

The greater the online experience of the organization and the younger and more web savvy the communication managers, the more positive the assessment of social media.

Social Media Governance 2010 / n =1,007 communications professionals / Q 2, Q 15, Q 20 / The correlation coefficients indicate significant relations between the variables; n.s. = not significant.
Communication managers consider the greatest advantage of social media to be the quick dissemination of information.

82.3% additional, quick dissemination of information

45.7% improved service and customer loyalty

44.0% simplified monitoring of public opinion

Social Media Governance 2010 / n =1,007 communications professionals / Q 16: What do you consider to be the greatest opportunities of the use of social media? - choice of three answers.
Opportunities of social media in detail

Social Media Governance 2010 / n = 1,007 communications professionals / Q 16: What do you consider to be the greatest opportunities of the use of social media? - choice of three answers / Variance analyses showed no significant differences among the different types of organizations.

- Additional, quick dissemination of information: 82%
- Improved service and customer loyalty: 46%
- Simplified monitoring of public opinion: 44%
- Direct, interactive contact with stakeholders: 38%
- Market research and utilization of customer information: 26%
- Improved internal cooperation, knowledge management: 17%
- Improved staff recruitment processes: 15%
- More targeted sales processes: 13%
- Improved collaboration and incorporation of partners: 13%
- Crowd sourcing for innovation processes: 7%
The greatest risks of social media are the loss of supervision and control as well as the compulsion to react quickly.

- **66.2%** Difficulties to control the communication process
- **64.1%** Necessity of very fast reactions
- **38.2%** Loss of control in image-building processes of the organization

Social Media Governance 2010 / n =1,007 communications professionals / Q 17: What do you consider to be the greatest risks of the use of social media?)- choice of three answers.
Risks of social media in detail

Social Media Governance 2010 / n =1,007 communications professionals / Q 17: What do you consider to be the greatest risks of the use of social media?)- choice of three answers. / Variance analyses showed no significant differences among the different types of organizations.
The perceived opportunities and risks affect the amount of activities of organizations in the social web.

<table>
<thead>
<tr>
<th>Perception of Social Media</th>
<th>Amount of Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical perception of social media</td>
<td>2.11</td>
</tr>
<tr>
<td>Neutral perception of social media</td>
<td>2.62</td>
</tr>
<tr>
<td>Positive perception of social media</td>
<td>3.44</td>
</tr>
</tbody>
</table>

A positive perception of social media results in a more intensive use of tools, networks, and applications.

Social Media Governance 2010 / n = 1,007 communications professionals / Q 4, Q 6, Q 13, Q 15 / The differences in the mean values are significant (confirmed by a variance analysis) / The degree of activity is calculated from the sum of all used tools, networks and PR applications.
Social media are not only an additional communications channel but constitute an essential challenge for PR and corporate communications.

Paradigm change for corporate communications: 3.40
Tools for everyday work: 3.11
Change of the social communication structure: 3.53
Overrated fashion trend: 2.64
Positioning on the opinion market: 3.51
An additional channel within the media mix: 3.91

Social Media Governance 2010 / n =1,007 communications professionals / Q 18: Please rate the following statements concerning the importance of social media for public relations and corporate communications on a scale of 1 (fully disagree) to 5 (fully agree)
Organizations with longer experience allocate higher relevance to social media

<table>
<thead>
<tr>
<th>Social media experience of the organization</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paradigm change for corporate communications</td>
<td>0.11</td>
</tr>
<tr>
<td>Tools for everyday work</td>
<td>0.23</td>
</tr>
<tr>
<td>Change of the social communication structure</td>
<td>n. s.</td>
</tr>
<tr>
<td>Overrated fashion trend</td>
<td>-0.17</td>
</tr>
<tr>
<td>Positioning on the opinion market</td>
<td>0.16</td>
</tr>
<tr>
<td>An additional channel within the media mix</td>
<td>0.09</td>
</tr>
</tbody>
</table>

The longer an organization has been utilizing social media, the greater communication managers rated its benefits and the lower they considered the respective applications to be overrated fashion trends.

Social Media Governance 2010 / n =1,007 communications professionals / Q 2, Q 18 / The correlation coefficients indicate significant relations between the variables; n.s. = not significant.
Social media skills of communication managers
Online experience of German communication managers:
One in three uses the social web privately less than once a week

Social Media Governance 2010 / n =1,007 communications professionals / Q 20: Do you use social media applications in your leisure time?
In the area of social media, communication managers so far have only limited skills, in some individual aspects also average skills

Social Media Governance 2010 / n = 1,007 communications professionals / Q 19: How do you rate your internal skills in the following areas on a scale from 1 (no experience) to 5 (professional)? / Variation analyses show that there are no significant differences between the different hierarchy levels (Head of PR/CC, PR manager/spokesperson, intern/trainee) and types of organizations (company, governmental institution, non-profit).
Index of social media skills: Only 17 per cent of German communication managers have good overall skills

The index of social media skills $I_{SMK}$ was calculated for every participant of the survey as the average rating of ten individual skills in the questionnaire. The index values range from 0 (no experience) to 5 (professional). Low skill level: $0 \leq I_{SMK} < 2.5$; medium skill level: $2.5 \leq I_{SMK} \leq 3.5$; high skill level: $3.5 < I_{SMK} \leq 5$.

Social Media Governance 2010 / n =1,007 communications professionals / Q 19: How do you rate your internal skills in the following areas on a scale from 1 (no experience) to 5 (professional)?
Correlation of the organization's degree of experience and the social media skills of the communication managers

| Experience of the communication managers in the development of SM strategies | 0.35 |
| Experience of the communication managers in the evaluation of SM activities | 0.33 |
| Knowledge of the social media landscape among communication managers | 0.27 |

The longer an organization has been applying social media, the higher the communication managers rate their strategy development skills.

Social Media Governance 2010 / n =1,007 communications professionals / Q 2, Q 19: How do you rate your internal skills in the following areas on a scale from 1 (no experience) to 5 (professional)? / Pictured are the three largest correlation coefficients.
Social media activities – tools, networks and applications
Online communications in German organizations – websites are firmly established, there are large differences in social media.

**Websites as part of corporate communications**

- Not planned at the moment: 0%
- Planned for the next year: 0%
- For less than 5 years: 6%
- For 5 to 10 years: 34%
- For more than 10 years: 59%

**Social media as a communication tool**

- Not planned at the moment: 31%
- Planned for the next year: 14%
- For less than 1 year: 26%
- For 1 to 3 years: 22%
- For more than 3 years: 6%

Social Media Governance 2010 / n =1,007 communications professionals / Q 1: How long has your organization been using a website for communication tasks? / Q 2: How long has your organization been using social media applications for communication tasks? These include primarily blogs, wikis, micro-blogging (Twitter), community platforms, social networks (VZ, Facebook, Xing), sharing tools (Flickr, Youtube, Slideshare, Mr. Wong) and geo-tagging tools.
### Social media experience of various organizations:
Joint-stock companies and NGOs have been active longer than others

<table>
<thead>
<tr>
<th></th>
<th>No experience (*)</th>
<th>Limited experience (&lt; 1 year)</th>
<th>Some experience (1 to 3 years)</th>
<th>Extensive experience (&gt; 3 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Joint-stock company</strong></td>
<td>33.7%</td>
<td>29.8%</td>
<td>25.3%</td>
<td>11.2%</td>
</tr>
<tr>
<td><strong>Private company</strong></td>
<td>47.3%</td>
<td>26.2%</td>
<td>21.8%</td>
<td>4.7%</td>
</tr>
<tr>
<td><strong>Governmental institution or association</strong></td>
<td>59.9%</td>
<td>26.3%</td>
<td>10.3%</td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>Non-profit organization</strong></td>
<td>33.1%</td>
<td>21.4%</td>
<td>37.9%</td>
<td>7.6%</td>
</tr>
</tbody>
</table>

Social Media Governance 2010 / n = 1,007 communications professionals / Q 2, Q 20 / * not planned at the moment; planned for the next year.
Utilization of social media: In addition to PR and marketing, many other departments also use respective applications.

The longer an organization has been employing social media, the more departments are active in it (weak correlation).
Social media tools in PR departments:
Video sharing, microblogging and blogs are most frequently used

- Video sharing (e.g. Youtube): 35.3% applied, 10.5% planned
- Microblogging (e.g. Twitter, Friendfeed): 31.1% applied, 12.6% planned
- Blogs: 18.0% applied, 13.7% planned
- Wikis: 17.6% applied, 10.7% planned
- Photo sharing (e.g. Flickr): 13.7% applied, 7.0% planned
- Presentations: 12.9% applied, 7.4% planned
- Social bookmarks: 11.2% applied, 6.0% planned
- Others: 10.9% applied, 5.1% planned
- Location based services: 1.8% applied, 2.1% planned

Social Media Governance 2010 / n =1,007 communications professionals / Q.4: Which tools are currently actively employed by your organization and which are planned by the end of 2010? Depicted are the respective values of the PR departments.
Social networks: Facebook is first choice, while Xing and own communities on the Intranet or Extranet are also relevant

Social Media Governance 2010 / n =1,007 communications professionals / Q 6: In which social networks is your organization active with an own presence or systematic measures?/ Depicted are the respective values of the PR departments.
Social media applications in PR/corporate communications: Facebook profiles and Twitter channels are established, others are growing faster

- Facebook profiles/pages: 31.4% in use, 21.2% planned by the end of 2010
- Twitter channel of the PR department: 25.3% in use, 14.8% planned by the end of 2010
- Social media elements on the organization's website: 22.1% in use, 24.3% planned by the end of 2010
- Branded Youtube channel: 21.4% in use, 13.6% planned by the end of 2010
- Issues monitoring: 20.0% in use, 17.3% planned by the end of 2010
- Twitter, Blogs, Wikis (Internal communication): 19.5% in use, 16.9% planned by the end of 2010
- Social media promotions, i.e. competitions and raffles: 17.6% in use, 18.9% planned by the end of 2010
- Corporate blog: 10.1% in use, 13.6% planned by the end of 2010
- Social media newsroom: 4.5% in use, 15.1% planned by the end of 2010
- Other: 3.0% in use, 7.1% planned by the end of 2010

The greatest progress is expected for website elements and social media newsrooms.

Social Media Governance 2010 / n =1,007 communications professionals / Q 13: Which specific social media-based applications to you use currently and/or which are planned by the end of 2010?
Social media activities in different types of organizations:
Joint-stock companies are the most active

Social Media Governance 2010 / n = 1,007 communications professionals / Q 4, Q 6, Q 13, Q 20.
With more experience an increasing number of tools, social networks, and applications are employed.
Index of social media activities: Almost 13 per cent of German organizations are currently intensely involved in the social web

The index of social media activities $I_{SMA}$ was calculated as the sum of all social media tools, networks and applications employed by the PR department. The index values range from 0 to 27.
Low activities: $0 \leq I_{SMA} \leq 3$ (average value); medium activities: $4 \leq I_{SMA} \leq 7$; intensive activities: $8 \leq I_{SMA} \leq 27$. 

Social Media Governance 2010 / n =1,007 communications professionals / Q 4, Q 6, Q 13.
Strategies and responsibilities for social media activities
Social media strategies: Every second organization has not developed any yet

![Social media strategies pie chart]

- **48%** No social media strategies present
- **10%** Strategy for one department present
- **20%** Strategies for two departments
- **11%** Strategies for three departments
- **11%** Strategies for four departments

Social Media Governance 2010 / n = 691 communications professionals in organizations that already employ or plan to employ social media / Q 8: Are there specific strategies present in your organization for initiating and using social media in business processes?
When social media strategies are present, they are usually only applied to communications and rarely to the entire organization.
Social media strategies in various organization types and sizes:
Joint-stock companies are most active

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Departments with social media strategies (average)</th>
<th>Departments with social media strategies (average)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint-stock company</td>
<td>1.59</td>
<td>&lt; 50 employees</td>
</tr>
<tr>
<td>Private company</td>
<td>1.32</td>
<td>50 to 250 employees</td>
</tr>
<tr>
<td>Governmental institution or association</td>
<td>0.82</td>
<td>250 to 1,000 employees</td>
</tr>
<tr>
<td>Non-profit organization</td>
<td>1.4</td>
<td>&gt; 1,000 employees</td>
</tr>
</tbody>
</table>

Social Media Governance 2010 / n = 691 communications professionals in organizations that already employ or plan to employ social media / Q 8 / The group variations were confirmed by variation analyses.
Strategy and experience: Longer experience with social media results in more departments being involved

Social Media Governance 2010 / n = 691 communications professionals in organizations that already employ or plan to employ social media / Q 2, Q 8 / Significant correlation.
Index of social media strategies: Almost half of all organizations have strategies for the launch and utilization of social media in public relations

Social media strategy for PR / corporate communications present

- 47.1%

No strategy present

- 52.9%

The index of social media strategies $I_{SMS}$ was calculated as a dichotomous value (0 or 1) based on the statements of the surveyed communication managers regarding the existence of specific strategies for the launch and the utilization of social media for public relations / corporate communications within their organization.

Social Media Governance 2010 / n = 1,007 communications professionals / Q 8.
Responsibilities for social media: Different departments are involved in different ways, many processes are decentralized

PR and marketing are the most involved, while top management influences basic decisions.
Organizations with dedicated social media departments: Responsibilities of the department vary widely

Only approximately one in three of the so far very rarely found social media departments is in charge of strategy development and guidelines. Budgets are mostly handled by other departments.

Social Media Governance 2010 / n = 32 communications professionals of organizations with a social media department. / Q 10. Social media departments are found in 5 per cent of all organizations that currently employ or plan to employ social media; see chart 49.
Cooperation with external consultants for social media communications: Internet agencies and PR consultancies most frequently involved

Social Media Governance 2010 / n = 691 communications professionals in organizations that already employ or plan to employ social media / Q 11: Does your organization employ the services of external consultants for issues related to social media?

- Management consultancy: 5%
- PR consultant/agency: 25%
- Internet agency: 28%
- Advertising agency, marketing consultant: 15%
- Blogger, social media freelancer: 16%
- IT consultant/agency: 11%
- No external consultants: 44%
Responsibilities for social media within PR departments: Usually a few selected employees are in charge of content management.

- Every PR employee: 14%
- Selected PR employees: 65%
- Experts for social media PR: 8%
- External service providers/agencies: 4%
- External freelancers/bloggers, etc.: 2%
- Other departments: 8%

Social Media Governance 2010 / n = 547 communications professionals in organizations that already employ social media / Q 12: Who is primarily responsible within the PR department for the content management (contents, dialogs, campaigns) of social media platforms and the associated daily work such as twittering, blogging, etc.?
Social Media Governance – regulatory frameworks and structures
Governance structures for social media in German organizations: Material and cognitive resources are partly present, rules are mostly missing

Social Media Governance 2010 / n = 691 communications professionals in organizations that already employ or plan to employ social media / Q 9: Which of the following social media aspects are already explicitly present or planned by the end of 2010 in your organization?
Elements of the regulatory framework in organizations with and without specific social media strategies for PR / corporate communications

<table>
<thead>
<tr>
<th>Elements</th>
<th>Organizations without social media PR strategies</th>
<th>Organizations with social media PR strategies</th>
<th>All organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>present</td>
<td>planned</td>
<td>present</td>
</tr>
<tr>
<td>Commitment of top management</td>
<td>15.0%</td>
<td>26.2%</td>
<td>41.8%</td>
</tr>
<tr>
<td>Human resources</td>
<td>12.1%</td>
<td>24.3%</td>
<td>36.1%</td>
</tr>
<tr>
<td>Dedicated social media department</td>
<td>1.0%</td>
<td>3.4%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Software and hardware</td>
<td>40.3%</td>
<td>10.2%</td>
<td>49.4%</td>
</tr>
<tr>
<td>Person in charge of social media in each department</td>
<td>13.1%</td>
<td>15.5%</td>
<td>34.0%</td>
</tr>
<tr>
<td>Specific budget</td>
<td>3.9%</td>
<td>11.7%</td>
<td>15.4%</td>
</tr>
<tr>
<td>Social media guidelines</td>
<td>8.7%</td>
<td>30.1%</td>
<td>23.6%</td>
</tr>
<tr>
<td>Social media workshops, seminars or trainings</td>
<td>10.7%</td>
<td>23.8%</td>
<td>27.2%</td>
</tr>
<tr>
<td>Monitoring tools</td>
<td>14.1%</td>
<td>20.4%</td>
<td>29.1%</td>
</tr>
<tr>
<td>Key performance indicators for measuring success</td>
<td>5.3%</td>
<td>21.4%</td>
<td>16.2%</td>
</tr>
<tr>
<td>Strategy paper</td>
<td>3.4%</td>
<td>34.0%</td>
<td>23.8%</td>
</tr>
<tr>
<td>Participative corporate culture</td>
<td>23.8%</td>
<td>21.8%</td>
<td>40.7%</td>
</tr>
</tbody>
</table>

Social Media Governance 2010 / n = 691 communications professionals in organizations that already employ or plan to employ social media / Q 8, Q 9: Which of the following social media aspects are already explicitly present or planned by the end of 2010 in your organization?
Influencing factors: Governance structures for social media are more prevalent in joint-stock companies and in those with greater experience

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Existing structural elements for social media (average)</th>
<th>Correlation with the regulatory framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint-stock company</td>
<td>3.83</td>
<td>n. s.</td>
</tr>
<tr>
<td>Private company</td>
<td>3.38</td>
<td>0.266</td>
</tr>
<tr>
<td>Governmental institution or association</td>
<td>2.52</td>
<td>0.13</td>
</tr>
<tr>
<td>Non-profit organization</td>
<td>2.86</td>
<td></td>
</tr>
</tbody>
</table>

Social Media Governance 2010 / n = 691 communications professionals in organizations that already employ or plan to employ social media / Q 9, Q 20, Q 15 / The correlation coefficients indicate significant correlations between the variables / n. s. = not significant / The index of social media criticism indicates whether risks or opportunities of social media are seen as prevalent (Q 15).
Index of social media regulatory frameworks: Eight in ten organizations still lack developed governance structures

The index of social media regulatory frameworks $I_{SMO}$ was calculated as the sum of all structural elements governing social media, which are present in the organization. Index values range from 0 to 12. Weak regulatory framework: $0 \leq I_{SMO} \leq 4$; average: $5 \leq I_{SMO} \leq 8$; sophisticated: $9 \leq I_{SMO} \leq 12$.

Social Media Governance 2010 / n =1,007 communications professionals / Q 8, Q 9: Which of the following social media aspects are already explicitly present or planned by the end of 2010 in your organization?
Status quo and development of social media in public relations
Social media in communication management: Overview of the status quo in German organizations

One in two organizations already have strategies for social media communications. However, as most organizations lack the expertise and structural requirements (governance), strategic considerations seem to be in an early stage of development. Accordingly, relatively few organizations utilize social media tools, networks and applications comprehensively.

<table>
<thead>
<tr>
<th>Social media skill of communication managers</th>
<th>high 16.8%</th>
<th>medium 41.9%</th>
<th>low 41.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media activities of the organization</td>
<td>intensive 12.8%</td>
<td>medium 21.0%</td>
<td>low 66.2%</td>
</tr>
<tr>
<td>Social media strategy for PR/corporate communications</td>
<td>present 47.1%</td>
<td>not present 52.9%</td>
<td></td>
</tr>
<tr>
<td>Social media regulatory framework within the organization</td>
<td>sophisticated 3.1%</td>
<td>average 13.0%</td>
<td>weak 83.9%</td>
</tr>
</tbody>
</table>

Social Media Governance 2010 / n =1,007 communications professionals / Calculation via index values for skills (SMK), activities (SMA), strategies (SMS) and regulatory frameworks (SMO). See earlier description of calculation details.
Dynamics of social media in corporate communications

Social Media Governance 2010 / n = 1,007 communication managers / **Green values**: Share of participants with high skills, existing strategies, intensive activities and sophisticated regulatory frameworks (index values). **Yellow values**: medium skills, medium activities, average regulatory frameworks. **Red values**: Low skills, no strategies, low activities, weak regulatory frameworks. **Blue values**: correlation coefficients according to Pearsons or Spearman at a significance level of p < 0.05; n. s. = not significant / Depiction of actions and structures based on Giddens, 1984; Zerfass, 2010.
Discussion and outlook

The development and diffusion of social media in organizations can be described with the help of structuration theory (Giddens). Actions of individual agents will only succeed if everyone involved can resort to structures in the sense of a common stock of (informal) rules and resources. These structures enable and limit the actions of individuals, while their repeated updating reproduces and stabilizes them. Ideally, the establishment of social media in PR consists of the communications professionals initially developing cognitive skills for the topic, then developing strategies for utilization in everyday work and finally implementing specific activities. The repeated application invariably leads to the emergence of a regulatory framework – ranging from responsibilities and budgets to indicators for success. The question, however, is whether this governance develops spontaneously or whether it has been systematically reflected and based on overriding organizational goals.

The study indicates that more than 80 per cent of German organizations to-date only have weak regulatory frameworks. Yet the presence of a sophisticated regulatory framework positively affects the associated skills (correlation coefficient $r = 0.412$); these in turn influence the development of strategies ($r = 0.122$) and the degree of activity ($r = 0.225$).

This means that the establishment of a governance structure is not only an indispensable prerequisite for the long-term rooting of social media in communication management, but actually the key lever with which the establishment of social media can be accelerated.
Authors and partners of the study
Authors

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Stephan Fink, born in 1957, is the Chairman of the Board of Fink & Fuchs Public Relations AG, Wiesbaden, Germany. After graduating with a degree in economics he established the PR agency, which is specialized in technology-related topics. With his knowledge based on more than 20 years of expertise in communication and management consulting, he advises companies, associations and governmental institutions on topics such as the application of new media in business processes. Stephan Fink is a visiting lecturer at the University of Leipzig and member of the state commission advising media politics in the federal state of Hessen.
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Partners and initiators of the survey

University of Leipzig, Department Communication Management and Public Relations

The University of Leipzig is considered to be one of the leading think tanks for strategic communications in Europe. Its full-time master program in communication management is ranked number one in Germany. The department runs joint research projects with global companies and academic partners in Europe, the United States and Asia. The team has published more than 60 books, as well as 300 articles, book chapters and empirical studies in several languages. » www.communicationmanagement.de

Fink und Fuchs Public Relations AG

Fink & Fuchs Public Relations AG is the leading agency for the successful communication of pioneering technological issues in Germany. A total of 66 employees translate technology-driven change into appealing communication content for businesses, consumers and society. The agency was founded in 1988 and closed the 2009 fiscal year with a fee turnover of 6.55 million Euros. With locations in Wiesbaden and Munich, Fink & Fuchs PR is rated number one in the field of technology PR as well as number 19 of all German PR agencies (source: PR Ranking 2009). » www.ffpr.de

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