

# **Guidelines for developing social media policies within institutions of higher learning**

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requirements for the degree  
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## Declaration

“I declare that the Field Study hereby submitted for the Magister in Business Administration at the UFS Business School, University of the Free State, is my own independent work and that I have not previously submitted this work, either as a whole or in part, for a qualification at another university or at another faculty at this university.

I also hereby cede copyright of this work to the University of the Free State.”

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November 2014

## Abstract

The growth and significance of social media especially with institution of higher learning have brought many new opportunities for marketing, interacting and communicating with all stakeholders. Unfortunately with the many opportunities and advantages that social media brings it also brings along many disadvantages and risks.

Institutions of higher learning need to have social media policies in place to protect the institution as well as the employees and the students from the risks of social media. The problem is the lack of guidelines to assist in the development of social media policies. This dissertation aims to propose guidelines that can be used by institutions of higher learning when developing social media policies.

This was done through a qualitative research methodology in a semi-structured interview where after a thematic analysis was used to decode the data.

The findings first explored the various advantages as well as disadvantages and risks of social media. The findings further explore how social media policies can help to maximise the advantages of social media while at the same time mitigate the risks and disadvantages of social media.

The last chapter proposed social media policy guidelines that can be used by institution of higher learning to develop social media policies.

## Keywords

Social Media, policies, guidelines, advantages, disadvantages and risk.

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## Chapter 1: Introduction

### 1.1. Introduction

Since the 1980s there were major shifts and changes in how the world communicates, interacts, works, and finds information due to the rapid development of technology and the Internet. One of the biggest changes that occurred is the significance of social media. Currently almost everyone with access to a cell-, mobile-, or smartphone, personal computer, laptop, I-pad, or any other Internet enabled device uses social media in some form or another. Social media affects the way we communicate and interact not only with our family and friends, but also with the world. Organisations utilise and capitalise on social media by promoting, marketing, and interacting with their consumers, prospective consumers, as well as the public in ways they could never have done it before.

In the process, social media brought about various opportunities for organisations, especially in terms of marketing, resulting in many contemporary big and small businesses utilising social media. Unfortunately, social media does not only have advantages, but also a variety of risks and disadvantages.

Many people have dealt with the negative consequences of social media and have lost their jobs, spouses, and/or friends in the process. In the last decade there has been, for example, a significant increase in the number of court cases related to social media (Patzakis, 2012). Because social media is perceived as a public publishing platform, just like newspapers, it means that courts apply the very same laws pertaining to communication when ruling on social media cases. However, many people still do not know of or understand the risks involved when using social media in an inappropriate or malicious way.

Apart from the negativities mentioned above, another serious potential risk is that social media also poses real reputational risk to organisations, especially with the viral ability of this particular media to spread a negative message about an organisation to potentially millions of people within a very short period of time (Aula, 2010).

Many social media sites allow anybody without any true authentication to create profiles on their site. This means that anyone can create a false or unauthenticated profile about an organisation, which exposes the organisation to great risks. The risks associated with social media need to be managed and controlled by organisations. One of the means to manage and control the social media risks is to develop and distribute a social media policy within the institution.

## **1.2. Problem Statement**

Social media comes with many opportunities and advantages, which organisational brands can utilise to engage clients, staff, and the public. Unfortunately, these opportunities are often accompanied by disadvantages and risks that social media can cause to an organisation, which in many cases are brought on by its own staff or clients. Organisations should have the ability to control and mitigate these risks and disadvantages. According to Kelly (2010) many institutions utilise all of their opportunities, but lack the ability to control and mitigate the risks associated with social media effectively.

The main problem is the lack of guidelines to assist in the development of social media policies, especially at institutions of higher learning to manage both staff and students that are associated with these institutions that are using social media (Venable, 2011).

### **1.3. Aim**

To propose guidelines that can be used by institutions of higher learning when developing social media policies.

### **1.4. Objectives**

- To investigate the significance of social media for institutions;
- To identify the advantages of social media for institutions of higher learning;
- To identify the disadvantages and risks of social media;
- To identify the relevance for a social media policy at institutions of higher learning;
- To investigate the different aspects of a social media policy; and
- Developing social media policy guidelines for institutions of higher learning.

### **1.5. Literature review**

#### **1.5.1. Evolution of the Internet**

The Internet has grown at a vast pace and impacts almost everyone's lives, regardless of age, culture, gender, or other form of affiliation. Even in a developing country like South Africa the annual growth rate of the Internet currently averages about 25%, reaching a total of 10 million people in 2012 (World Wide Worx, 2012). It is obvious from available statistics that the importance of the Internet and its influence on society at large has become increasingly relevant, a fact that cannot be ignored by any measure.

## 1.5.2. Transition from Web 1.0 to Web 2.0

After the collapse and burst of the .com bubble in 1999 and 2000 the Internet took a turn in a more social direction, from Web 1.0 to Web 2.0.:

Up onto that point the Internet was mostly static, and referred to as the Web 1.0, and refers to the first stage in the World Wide Web. This was entirely made up of Web pages connected by hyperlinks. Although the exact definition of Web 1.0 is a source of debate, it is generally believed to refer to the Web when it was a set of static websites that were not yet providing interactive content. In Web 1.0, applications were also generally proprietary (Janssen, 2010).

The transition from Web 1.0 to Web 2.0 was a gradual one, as this change happened over time. Web 2.0 changed the face of the Internet and how it works, making the Internet more interactive. “The appearance of Web 2.0 has changed the way content is produced on the web. Rather than being just passive consumers, users became active contributors by sharing information, experiences, and opinions with each other over the Internet” (Cvijikj & Michahelles, 2011). “Web 2.0 technologies, provided the technological platform for individuals to connect, produce and share content online” (Boyd & Ellison, 2008). Furthermore, according to Janssen (2010):

Since 2004, Web 2.0 has been the term used to describe the social Web, where social networking sites hold a prominent place in users' online activities. The shift from Web 1.0 to a more interactive version generally occurred as a result of technological changes that made the Internet - and the ability to develop content - more accessible. In Web 2.0 applications are also more likely to be open source, providing users with a greater ability to influence the Web.

### 1.5.3. Social Media Technologies and Developments

The development of Web 2.0 brought on the vast growth and popularity of social media. Consumers adopted, in a short period time, rapid social media evolution; developing faster than any other previous technology. Commercial television, for example, took 13 years to reach 50 million households, but for Internet service providers it took 3 years to reach 50 million users, and for social media sites like Facebook and Twitter it took less than a year to reach 50 million users (McKinsey & Company, 2012).

Social technologies led to the adoption of many popular social network sites like Facebook, Twitter, YouTube, LinkedIn, and Pinterest. Boyd & Ellison (2008) define a social media networking site as:

[a] web-based service that allows individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system.

These systems or social networking sites led to the popular phrase of social media as verb for using these social networking sites – the act of using Facebook is called Facebooking, the use of Twitter is called Tweeting. Social Media can also be referred to as user-generated content (UGC), which describes a variation of new sources of online information which are produced, shared, and used by consumers set on teaching each other about brands, services and products. (Alikilic, 2008). According to Investopedia US (2014) social media can also be defined as Internet-based software and interfaces that allow individuals to interact with one another, exchanging details about their lives such as biographical data, professional information, personal photos, and up-to-the-minute thoughts.

#### 1.5.4. Social Media Marketing

It is significant that social media has evolved into a marketing phenomenon, providing new ways for businesses to engage and communicate with targeted audiences. In other words, although social media originated as a personal tool for people to use when interacting with friends and family, it was gradually adopted by organisations that wanted to take advantage of a popular new communication method to reach out to customers (Investopedia US, 2014). With the rapid growth of social media and the popular adoption of its uses, it is revolutionising the way brands are communicated to existing and potential customers. The rise and continued growth of social networking sites have attracted the interest of organisations that recognise the potential to transmit marketing messages to customers, enter into a dialogue with them by using the word-of-mouth principles and social networking sites to gain a better understanding of their customers (Hanna, Rohm & Crittenden, 2011). Social media marketing has become an important aspect within the marketing strategies of companies, and can be defined as

...methods for advertising products, services, or brands using the Internet, by attracting the interest of groups of people who discuss them, make suggestions about them online. (Cambridge Dictionaries Online, 2014).

There are various social networking sites to choose from on the Internet, each with its own unique differentiating factor and customer audience. Organisations must choose which social networking sites fit their marketing needs and customer profile needs the best. Social networking sites offer organisations in general, but also institutions of higher learning in particular, a new marketing platform. Mangold & Faulds (2009) explain that

...the tools and strategies for communicating with customers have changed significantly with the emergence of the phenomenon known as social media.



Marketing in essence has changed in many aspects due to social networking sites (SNS) popularity and ability to reach and interact with customers. For example, SNS leave behind the old model of one-to-one communication, e.g. talking to someone over the phone, therefore enabling communication from one to many via a blog post or a tweet, or from many to many as on a Facebook wall (Hawn, 2009). In terms of an institution's communication strategy, SNS can be characterised as

...searching, open participation, minimal publishing threshold, dialogue, community, networking and the rapid and broad spread of information and other content via a wide range of feedback and linking systems (Aula, 2010).

#### **1.5.5. Social Media Risks and Challenges**

Social media networking sites create a great deal of new opportunities for organisations to reach out to and interact with their target market. Unfortunately, these new opportunities also create many new challenges and risks that organisations could face when using SNS for marketing and promotion purposes. The fact that both customers and non-customers can interact with organisations exposes the institution to criticism and negative responses by the public. Such public and open criticism can seriously harm brand reputation. According to Aula, (2010),

...social media content cannot be controlled in advance and that content cannot be managed in the same way as, for example, conventional media such as TV or newspapers.

One of the risk related to social media is sometimes within the organisation itself. Schroeder (2010) shows that seventy-two percent of companies believe employees use of social media poses a threat to their organisations. It is the employees who pose those risks; those who are free to access and interact on social media platforms in their own personal capacity, even though they are still seen by

customers or the public as representatives of the organisation. It is difficult for organisations to control how, when, and what their employees will communicate on SNS, leaving them exposed to many types of risks (discussed in chapter 2).

SNS are by law a public publishing space, with the same laws therefore applicable to organisations and individuals posting on SNS as to newspapers or any broadcasting company that publishes. This means that any person using SNS can be sued for defamation, privacy, and many other laws related to the communication act:

In terms of the Regulation of Interception of Communications and Provision of Communication-related Information Act 70 of 2002, "...any person... may intercept any communication if he or she is a party to the communication, unless such communication is intercepted by such person for purposes of committing an offence" (Du Toit, 2013)

From a risk management perspective it has become crucial for organisations to develop and create social media policies and guidelines in order to protect themselves and their employees from unnecessary risk when using and engaging in social media activities.

#### **1.5.6. Facebook Growth and Size**

Facebook is currently the most popular social networking site and the second most visited web page in the world (Alexa, 2014). Facebook is also considered by organisations as the most attractive social media platform to be used for marketing purposes, in particular for business to consumer organisations (HubSpot, 2014). This is further confirmed in a recent survey which shows that 92% of organisations use Facebook for their marketing communication and 72% plan to increase their activities on Facebook (Stelzner, 2011). Due to Facebook's success and its use by

Institutions of higher learning, especially in South Africa, it is important for the policy guidelines to cover the use of such popular SNS by employees and students.

### **1.5.7. Institutions of higher learning (Universities)**

Marketing by institutions of higher learning have become increasingly important as competition, for the recruitment of good quality students is on the increase. The University of the Free State's (UFS) management team has also identified social media as a platform to reach and market the institution's brand to both current and prospective students. This institution opened a Facebook fan page (<https://www.facebook.com/UFSUV>) in March 2011, and the number of fans has since grown at a constant rate, reaching 19950 likes in January 2014. The UFS also sits with policy and guideline risks and issues related to the use of social media. The study will look at these risks and issues in general and explore guideline policies for the UFS.

## **1.6. Significance of the research**

Social media has grown at such a rate that many organisations, including institutions of higher learning, find it hard to keep up with policies concerning this rapidly expanding phenomenon. According to Aula (2010) institutions of higher learning are exposed to reputational risks if social media are not properly managed.

## **1.7. Research Design**

Currently, only limited research regarding Social Media policy and guidelines exist, possibly due to the following reasons. Firstly, social media has grown at a rapid pace in the last couple of years, and although much research has been done on the topic

of social media, it is mostly concerned with the marketing and behavioural side of social media. Secondly, research on social media in a South African context is especially limited, which means one would need to look beyond the borders of South Africa. It could lastly be due to the fact that social media is constantly changing, which means older research could be rendered obsolete very quickly and therefore become useless.

The study followed a qualitative research approach. This was done by means of interviewing six experts in the field of social media. This group of experts consisted of three people who works at a popular South African university and deals with social media or lectures and research in the field of social media for the University. The remaining experts work with social media as a means of business or income at a variety of organisations within South Africa. The six interviews supplied relevant insight into social media policy and guidelines, focusing on broader social media policy guidelines through the three experts that deal with organisations, as well as social media policy guidelines that focuses more on Universities through the interviews at Universities.

Information was obtained from other relevant organisational sources that possess social media policy and guidelines. This was done via downloading the social media policy guidelines from the website if it is available or by contacting relevant staff to request a copy.

Lastly, the study sourced relevant information from newspapers in South Africa due to the limited research articles and journals on social media in South Africa related to the disadvantages and risks associated with it.

## Chapter 2: Literature Review

### 2.1. Introduction

Internet technologies have transformed communication as we know it. The method and process of communication have vastly changed along with human behaviour related to how we communicated in the last couple of decades. Whats app, emails, Facebook messenger, Voxer and Skype to only name a few are all examples of new mediums that we use to communicate with each other over the internet.

From business/academic institutions perspectives, in the past communication mostly took place via one way communication mediums like TV, radio, magazines, and newspapers. With the continuous development of the Internet a variety of communication tools are currently available to organisations in order to help ensure relations with target audiences, as well as helping Internet users communicate with each other (Jakste & Kuvykaite, 2012).

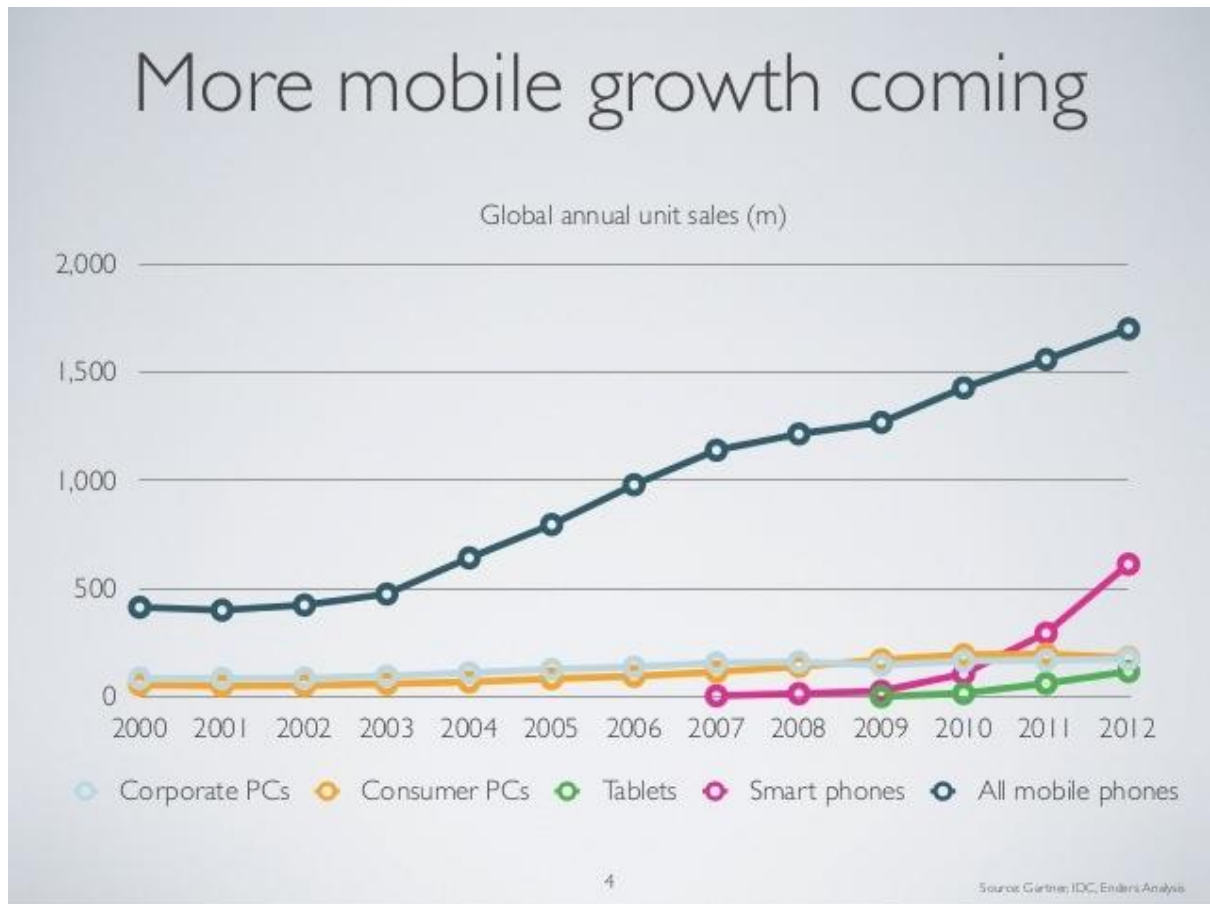
The Internet allows for many new benefits and opportunities which can be seized by organisations, but unfortunately also exposes the organisation to many risks. It is important that organisations should try and prevent and mitigate these risks as far as possible through developing and implementing policies. These policies will help to control and govern employees, customers, and non-customers of the organisations and optimise the opportunities of new online communication tools.

### 2.2. Internet Penetration

The continuous development of Internet related communications tools, as well the increase in Internet penetration and speed, especially in emerging markets, is an important trend that organisations should take note of. Organisations will need more

human capital and expertise to develop, manage, and grab the opportunities that online communication brings.

In the South African context, Internet speed and penetration into the market has grown significantly. According to the company World Wide Worx (2012) the Internet penetration rate in South Africa grew at an astonishing 25% for the year of 2012, a rate which is expected to continue for the next couple of years. Currently, 41% of the South African population uses the Internet at work, home, or with their mobile phones (SouthAfrica.info, 2013). The addition of 3G enabled smartphones have contributed to the significant growth of the Internet, and spawned the opportunity to allow almost everyone to exploit the communication tools over the Internet via their Internet enabled mobile devices.



**Figure 1 (Source: Evans, 2013)**

The growth of the Internet and Internet enabled mobile devices, as shown in the graph above, creates opportunities for organisations to expand their reach to a wider target audience. It allows for new business models and for customer value propositions to be created and exploited. This also means that organisations need to re-examine their marketing and communication strategies and efforts in order to meet the growing needs of online communities.

### 2.3. Web 1.0 vs. Web 2.0 technologies

It is necessary to provide an overview of Web 1.0 and Web 2.0 to aid understanding of the development of social networking sites and how Web 2.0 enabled social networking sites to grow.

As explained in the previous chapter, the Internet was mostly static up onto the year 2000, and is referred to as Web 1.0. Thereafter it gradually took a more social direction making the Internet more interactive or social, and was named Web 2.0. (Janssen, 2010).

Web 1.0 technology only gave users a limited one-way experience similar to reading a book. At that time the Internet was only a place where users went to find information online. By distinction, Web 2.0 technology - developed on top of the Web 1.0 - relies on people to generate, collaborate and share information on the World Wide Web (Thompson, 2007). Web 2.0 now allows Internet users not only to find/search for information, but also to share information without possessing any particular technical skills.

Further, Web 2.0 is differentiated from Web 1.0 by the addition of tools and functions such as the Adobe Flash (a software platform used to create visuals, simulations, and rich Internet applications that can be viewed, played, and executed on web pages), RSS (Really Simple Syndication, a family of web feed formats used to publish frequently updated content, such as blog entries or news headlines, in a standardized format), and AJAX (Asynchronous Java Script, a technique to retrieve data from web servers asynchronously, allowing the update of web content without interfering with the display and behaviour of the whole page) (Kaplan & Haenlein, 2010). The development of AJAX likely had the biggest influence on Web 2.0, which led to the growth in SNS. These software tools, ease of use, and functionality of Web 2.0 will continue to grow and provide people with new and innovative ways to explore the fast changing social and media landscape (Cooke & Buckley, 2007).

To better understand the differences between Web 1.0 and Web 2.0, IxDeas (2011) provides a detailed overview of the differences between Web 1.0 and Web 2.0 and how they evolved.



## Web 2.0 vs Web 1.0

Web 1.0 was about reading,	Web 2.0 is about writing
Web 1.0 was about companies	Web 2.0 is about communities
Web 1.0 was about client-server	Web 2.0 is about peer to peer
Web 1.0 was about HTML	Web 2.0 is about XML
Web 1.0 was about home pages	Web 2.0 is about blogs
Web 1.0 was about portals	Web 2.0 is about RSS
Web 1.0 was about taxonomy	Web 2.0 is about tags
Web 1.0 was about wires	Web 2.0 is about wireless
Web 1.0 was about owning	Web 2.0 is about sharing
Web 1.0 was about IPOs	Web 2.0 is about trade sales
Web 1.0 was about Netscape	Web 2.0 is about Google
Web 1.0 was about web forms	Web 2.0 is about web applications
Web 1.0 was about screen scraping	Web 2.0 is about APIs
Web 1.0 was about dialup	Web 2.0 is about broadband
Web 1.0 was about hardware costs	Web 2.0 is about bandwidth costs

Figure 2 Source: (IxDeas, 2011)

### 2.4. Social Networking Sites

Many people contributed to different aspects regarding the development of the World Wide Web and social networks as we know it today.

In 1979, Tom Truscott and Jim Ellis from Duke University had created the Usenet, a worldwide discussion system that allowed Internet users to post public messages. Yet, the era of social networking sites as we understand it today probably started about 20 years earlier, when Bruce and Susan Abelson founded “Open Diary” an early social networking site that brought together online diary writers into one community (Kaplan & Haenlein, 2010).

After the development of the “Open Diary”, Internet access and speed increased tremendously along with the Web 2.0 enhancements. This led to many more developments and adoptions by organisations and users of sites such as the “Open Diary”, which was later coined as social networking sites.

It is difficult to discuss or study social media without coming across the term social networking sites (SNS), as well as the fact that it can sometimes be confusing to distinguish the two terms from one another. Social Networking Sites (SNS) are the most widely used websites by people on the Internet. People use SNS in order to interact or socialise with one another as well as to find information. The value that Internet users have found in using SNS has led to them spending more and more time utilising these sites. According to The Nielsen Company (2012) social networking sites account for 20% of all Internet time from personal computers and 30% of time used on mobile devices.

Since the development of Web 2.0 there has been a tremendous increase in the development of SNS on the World Wide Web. Each SNS has its own unique features and target market which it attracts, and each SNS differs in the amount of usage and how quickly it is adopted by users as indicated in chapter 1.5.2.

According to Ellison & Boyd (n.d.) SNS can be described as a web-based service allowing individuals to

- Firstly, construct a public or semi-public profile within a bound system;
- Secondly; articulate a list of other users with whom they share a connection; and
- Lastly, view and traverse their list of connections and those made by others within the system.

The most popular SNS currently on the Internet are Facebook, Twitter, YouTube, LinkedIn and Google+ (eBizMBA, 2014). These sites all allow users to create personal profiles free of charge. These profiles can then be used to connect and interact with others on the same site.

## 2.5. User Generated Content (UGC)

The success of social networking sites lies in the rate at which end users of the site create, upload and share content. The creating, uploading and sharing of content by users on SNS is called User Generated Content (UGC).

The Organisation for Economic Cooperation and Development (2007), an organisation that seeks answers to mutual problems and identifies best practices for its members, provides three elements for UGC to be effective in its participative web: user-created content report. Firstly, content that is made public should be available online; secondly, public content needs to show some effort of creativity; and finally, the content needs to be created outside of professional routines and practices. When a person writes a text, shares a photo or video that he/she took and uploads it on an SNS for non-commercial purposes, it is classified as UGC.

In an article published in The Guardian (2009), Richard Sambrook, head of BBC global news, posits that UGC is redefining business. He states that the evolving UGC transforms news broadcasters to become facilitators of news, pulling content from public consumers instead of just pushing news content to the public. According to Sambrook, citizens share videos and photos of newsworthy stories with news broadcasters, which allow news broadcasters to supply the news to consumers in a much more real-time basis.

UGC does not only allow consumers to share content, but also to filter content according to their needs and preferences. The media houses and advertisers of the world no longer dictate what consumers are watching and reading, but rather the consumer can now decide on the type of content they want to receive.

The fact that users can filter content also changes the behaviour of how a user consumes content. Content is now rather consumed in small pieces or in micro form - a popular term for text on the SNS Twitter. The reason for this is that there is an overflow of information to consumers, and due to the time limit consumers have, they filter all content that provides irrelevant content which is of no value to them.

The growing success of UGC also lies in the fact that Web 2.0 allows consumers the functionality to rate, rank, and comment on, review, and respond to public content online (Cooke & Buckley, 2007). Many websites jumped on the platform of Web 2.0, transforming their static Web 1.0 websites into social networking sites in order to allow consumers to create UGC.

## 2.6. Social Media

Social Media's popularisation came after 2000, the year in which many social networking sites were launched. People and organisations' interaction were enhanced and evolved online via social networking sites based on their sharing of common interests in, for example, movies, education, music, and friendship (Edosomwan *et al.*, 2011).

The Merriam-Webster online dictionary defines social media as

...forms of electronic communication (as Websites for social networking and blogging) through which users create online communities to share information, ideas, personal messages, and other content (as videos).

I agree and associate with Kaplan and Haenlein's (2010) definition of social media as a group of Internet based applications that build on the technological platforms of Web 2.0, allowing the creation and sharing of User Generated Content.

Cohen (2009) also differentiates between social media and SNS, stating that social media is more a strategy and an outlet for broadcasting, while SNS are the tools and utilities applied in order to connect with other people online.

A synthesis of what social media entails, in my opinion, is content sharing and creating that people do online, while social networking sites provide people with functional tools to create and share content on an easily understandable online platform. A working definition can thus be said to be the following: SNS are the Facebook, YouTube, and Twitters of the world, while social media is the creation of text, photos, and videos by a person, and sharing it over a SNS online for all or for a specific group of people or just on another person's profile that you have connected with.

## **2.7. Advantages of Social Media for Institutions**

This study focuses on developing policy guidelines for using social media at institutions of higher learning. Investigating the advantages of social media is imperative, as one needs to keep in mind the development of the policy guidelines for social media. It would be useful if policy guidelines could be constructed in its most optimal way in order to not limit the advantages of social media while still

allowing the institution the freedom to pursue the opportunities that social media brings.

One of the biggest benefits of social media is the fact that it gives organisations and people the ability of scale, to interact and have conversations with people, and brands around the world. Nadaraja & Yazdanifard (n.d.) explains that reducing cost and enhancing reach are the primary advantages of social media due to the following three benefits to organisations. First, organisations can supply unlimited content to customers (as much as it wants to), at any given time, without any human involvement. Secondly, Web 2.0 affords organisations the functionality to customise content, to be more easily processed and understood in order to serve individual needs better. Finally, Web 2.0 technologies allow for online transactions without the need of human interference, such as the case with Dell, EBay, and Amazon.com

In order for organisations to be effective on social media, they need to engage with consumers and potential consumers over SNS. Organisations' marketing behaviour has changed in that they now don't broadcast their messages to many anymore, but rather has conversations on a personal level, changing a previously faceless organisation into a face to face brand. These social media conversations between organisations and customers strengthen and deepen the relationship, creating a greater intention to do business with prospects and an increase in loyalty from consumers (Toby Merrill, 2011).

Other benefits of social media include organisations' brands having social media presence online, which creates brand awareness for the organisation. Certain marketing experts go as far as to say that if you are not on social media you might as well not exist as an organisation. Many of today's consumers revert to SNS first to find information about products and services. They use social media as a medium to find out which products and services they should use or buy, by reading reviews and

comments by other users of the same product or services. That is why marketing experts say that you need to be on social media or you will not be able to compete effectively against those who are.

More organisations are also starting to use social media for human resource purposes. Human resource departments use the large reach of social media to source and attract human capital to their organisations. Human resource departments also use social media to do reference checks on potential employees' social media profiles. This helps them identify obscure behaviour that would not fit the organisation's image before an appointment is made. Broughton *et al.* (2013) show that social media can have an impact on the screening and selection of potential employees. In an experiment, these authors show that behaviour and preferences indicated on social media profiles of applicants, such as their drinking behaviour, had a significant impact on the overall evaluation of job candidates.

Another advantage of social media is the fact that people can identify with an organisation's brand online. This allows for online word of mouth to the customers' social networks, which is one of the best marketing mediums. Customer identification also creates an increase in interaction with institutional brands, and increased interaction leads to higher customer loyalty (Toby Merrill, 2011).

The advantages of social media are immense and can be broken down into advantages for organisations, certain people or groups of people, and even for countries, as in the case of the social revolution in Egypt. For the purposes of the study it is not necessary to go deeper into the advantages of social media for a person or a country.

It is important for Institutions of Higher Learning to have presence on social media. Their biggest advantage must be that the student population (target market for higher learning institutions) is one of the most active demographics on social media. This allows institutions of higher learning to communicate and engage with their target audience using social media platforms without the added costs of marketing in/on other media.

## **2.8. Issues and Risks of Social Media**

Social Media, with its remarkable upside and benefits, unfortunately also has a major downside. To construct policy guidelines for social media it is necessary to make a thorough study of the disadvantages, risks, and issues that social media can bring to an institution. This will help to construct social media policies in an optimal way in order to prevent and mitigate the disadvantages, risks, and issues as far as possible through the implementation of the social media guidelines.

Social media's explosive growth has left behind many organisations from a risk management perspective, leaving organisations struggling to catch up with ever changing social media technologies. Unfortunately, the fact of the matter is that organisations are exposed to a variety of risks due to social media, whether they participate in social media willingly or unwillingly.

According to Kelly (2010) only a few organisations have taken steps to formulate policies on how to deal with those risks, while many have not yet recognised the danger and are missing in action when it comes to taking control of the risks involved in social media. Kelly (2010) further states that just one in seven organisations have put in place formal processes for using social media and that just one in five organisations have policies in place regarding the use of social media. The risks, just as the benefits, can be endless depending from which point of view it is seen. From



an organisation's viewpoint Merrill (2011) summarises the risks of social media and groups them into three major areas namely reputational, legal, and operational. Each of these is discussed below.

### **2.8.1. Reputational Risk**

In the modern world brand reputation is one of the keys to success, and organisations spend huge amounts of their revenue to build their brand reputation. Managing reputational risk that comes along with the use of social media is a crucial function for organisations, especially knowing the fact that social media has the capability to spread a message to millions of people globally in a matter of minutes, relating to the adage "What goes on the Web, stays on the Web".

Miles & Mangold (2013) also share this view that technology can reach audiences of unprecedented numbers and locations with content that may or may not be organisationally desirable or sanctioned. Aula (2010) indicates that the loss of reputation due to social media can affect competitiveness, local positioning, the trust and loyalty of stakeholders, media relations, and the legitimacy of operations.

It is not hard to find a few examples of multinational organisations that had to deal with the brunt of negative publicity due to an obscure photo or video related to their organisation went viral online over SNS. These organisations experienced reputational damage and crisis management, normally caused by a disgruntled or malicious employee(s), who created offensive content and posted it online. The last couple of years have seen many such incidents, especially in the fast food sector. Engel (2013) reports, as can be seen from the images below, incidents where employees from Tacos, KFC, Burger King, etc. take revolting and inappropriate photos and videos of them supposedly messing around with food before it being given to customers.



**Figure 3 Source: (Engel, 2013)**

Almost every one of these photos or videos went viral and received some negative media publicity in/over newspapers, radio, TV, and especially online. These types of images (as shown above) are shared over and over by different people on SNS giving the organisation a bad reputation. Moreover, these images are often dug up years after the incidents originally occurred and are circulated anew, starting the whole palaver up again. According to Engel (2013) the offending employee in each of these photographs was tracked down and fired by the individual organisation – but not before the damage was done.

The difficulty concerning social media reputation risk for organisations is that it cannot be managed or controlled in advance. According to Aula (2010), social media content cannot be managed the same way as conventional media such as TV or newspapers, where the content is managed and controlled beforehand. The reason for this is that social media mostly contains unverified UGC.

In many cases unverified UGC is created and shared by institutional employees. According to Toby Merrill (2011),

(E)mployees, who demean and belittle colleagues, clients, vendors or even the company itself, whether intentionally or not, can damage a company's reputation. Organisations can sustain heavy damage to their reputation when negative content online are unleashed by their employees. With today's social media technologies, employees can preserve organizational reputations, augment marketing and public relations efforts, and even defend their employers in cyber-space. Therefore, employee voice can be a source of competitive advantage or a time bomb waiting to explode, depending on how it is guided and managed (Miles & Mangold, 2013).

On the other hand, many examples exist where clients have caused damage to an organisation's reputation because of social media content created by the client. Dave Carroll's YouTube clip, *Lessons from United Breaks Guitars*, is a great example of customers who used social media to vent about their unresolved issues with an institution. Jamieson (2009) reports that, after months of trying to get the airline to pay compensation and help repair his \$3000 guitar, Carroll changed tack. He wrote and recorded a song and shared it on the video sharing website YouTube. Within the first day there were 150 000 views and the video become a public relations disaster for the airline. Today the video almost has 14 million views on YouTube, which shows the power that consumers have to do damage to an organisation's brand.

### **2.8.2. Social Media Legal Risk**

The number of court cases related to social media has increased significantly over the last couple of years. According to the website X1 Corporate Discovery (2012), a database of all the court cases in the United States, the first half of 2012 saw 320 new court cases involving social media related incidents.

In South Africa, though, there have been examples of court cases related to social media. The first such case was heard in the South Gauteng High Court and set a new legal precedent after Judge Willis granted a South African Facebook user an interdict preventing a friend from posting about his personal life on the social network after she defamed him on the site. Judge Willis mentioned: “If one wants to stop wrongdoing, it is best to act against the wrongdoers themselves” as compared to getting the SNS to remove the defamatory content of the wrongdoers. He went on to state:

In our law, it is not good enough, as a defence to or a ground of justification for defamation, that the published words may be true: it must also be to the public benefit or in the public interest that they be published. (Bronkhorst, 2013)

The above was a breakthrough case for South Africa which related to the law being enforced on social media actions. Currently there are no laws that deal explicitly with Social Media in South African legislation. Judges and lawyers will need to look at other statutes and common law to determine social media law (Bowman Gilfillan, 2012). Other social media risks that can lead to legal issues for organisations are privacy, security, intellectual property, and media risk on social media.

### **2.8.3. Employment risk**

According to Toby Merrill (2011) 70% of staff recruiting organisations in the United States has rejected an applicant based on information they found online. Merrill (2011) continues to say that nearly one in five organisations have fired or disciplined an employee for social media misdeeds.

One such example from South Africa, as reported by McCarthy (2013), is the case of *Fredericks v Jo Borkett Fashions*, brought to the CCMA in 2011. Fredericks lost his

job due to a provocative Facebook profile update. Fredericks challenged the fairness of his dismissal, arguing his right to privacy. The update could be viewed by anyone, even those who were not friends on Frederick's Facebook. This CCMA took the view that an employer is entitled to intercept such content (Regulation of Interception of Communications and Provision of Communication, related Information Act 70 of 2002 - RICA) and Fredericks' dismissal was deemed fair by the CCMA.

Numerous reports and situations worldwide tell of employees who were dismissed due to their actions on social media. Employees should be careful of what they make public, and organisations should educate employees about the risks of social media and their behaviour on it.

#### **2.8.4. Security risks**

Organisations also face security risks that could lead to legal concerns if security breaches arise from social media activities. These breaches could occur due to malware downloaded onto an organisation's website through the use of social media.

Nerney (2011) states that Google has removed more than 60 applications carrying malicious software from their online market. He continues to mention that malware for social media is designed to reveal users' private information to third parties, replicates itself on other devices, and destroys user data.

Another big security risk is when organisations are victims to their SNS profiles or pages are being replicated or fake versions being created. Toby Merrill (2011) calls it a spoofed site, which is when criminals have set up profiles or fan pages to look

exactly like an organisation's own page. Consumers who mistake these spoofed sites for the real one can end up divulging personal information or institutional information to criminals. This poses legal liability risks to the organisations whose pages were spoofed.

### **2.8.5. Intellectual Property risks**

Organisations sharing information must be careful of copyright when using social media. Browsers such as Google allow Internet users to search and find information such as images easily, and in many cases allows the user to download the content onto their own computer. Chetty (2011) states that the mass creation of text, images, and videos shared by organisations creates legal risks for an organisation in terms of the distortion of intellectual property rights over the content published online. Organisations are not allowed to share information belonging to others without their permission. Disobeying these laws can lead to infringement claims against the organisation. Employees need to be educated and enlightened as to what they can and cannot do with the information of others, especially client information.

Some examples of legal cases in the United States related to social media and intellectual property rights has to do with the ownership of social media accounts. In these cases employees created institutional profiles/pages for the institution from their own personal account/profile. The reason for this is that SNS does not allow pages to be created without a physical person that has logged into his/her account. The question then arises whether the information on the organisation's page now belong to the institution, the account owner, or the SNS. In another case related to the professional networking site LinkedIn, it was a question of who owned the contacts or followers.

Organisations should clearly define who owns the intellectual property in their social media policies when employees create and use organisational social media accounts in order to avoid any unnecessary intellectual property risks.

#### **2.8.6. Defamation risk**

One of the key attractions of social media is the fact that users can engage and converse over almost any type of content, but they are also uniquely effective breeding grounds for potentially libellous statements. Looking at news sites and videos that go viral (videos that spread over the internet at a rapid pace), it is easy to notice how many people have learned (to their dismay) that the Internet allows them to speak their mind almost too easily (Berg, 2014). The comments list on viral media is sometimes an endless parade of people posting hate speech, racism and swearing to name a few.

Defamation can be defined as the publication of any defamatory or malicious content about a person or institution that can be proven to be false with the intention of harming that entity's reputation (Reputation Hawk, 2014). In many cases online defamation is just easier to prove as evidence is permanently contained online. One such an example is of Joshua Meggitt from Melbourne who commenced a claim against Twitter Inc. in the US for comments (wrongly) attributed to him by the writer Mareike Hardy in a case of mistaken identity. Hardy named Meggitt as the person responsible for hateful comments made about her. She encouraged her many Twitter followers to join her in naming and shaming Meggitt (Clayton Utz, 2013) without ascertaining whether Meggitt was responsible or not.

With the ease to speak one's mind over social media these days, it has become important that organisations educate their employees about the laws and dangers of defamation. In many cases people are liable of defamation without them even

knowing it. Organisations are also liable if employees make defamatory statements made by their employees about competitors or to clients (Toby Merrill, 2011). Organisations should state clearly in their social media policy that defamation of any nature is not allowed by their employees, especially on social networking sites.

### **2.8.7. Privacy risks**

Organisations have an obligation to protect the privacy of members and followers who joins them on their SNS. Other privacy acts, such as the Children's Privacy Protection Act, are privacy concerns organisations need to take notice off.

Many schemes and cons which attempt to get employees to divulge private information exist in the technological world. Organisations should guard themselves through employee education and policies in order to avoid legal consequences.

### **2.8.8. Social Media Operational Risk**

According to Toby Merrill (2011) employees accessing social media platforms endanger organisations' network computers by unknowingly being victim of malware, viruses, and spyware. Impostors entice social media users into downloading free applications that secretly deliver spyware infiltrating the entire organisation's computers.

Other operational issues that arise due to social media is that social media is a 24/7 real-time application, where content can go viral in minutes. This means that employees need to work after hours, raising wage per hour disputes in



organisations. These types of disputes have become more common in many organisations due to the Web 2.0 technologies, allowing anyone to work from any place at any time.

## **2.9. Social Media and Institutions of Higher Learning (UFS)**

Student competition at institutions of higher learning (universities) has become much more prevalent and competitive in the last couple of years. Students recruited for higher education today are sought after much differently than their parents were in the past. By the time most students begin considering colleges to attend, they have witnessed a multitude of back-to-school advertisements in their lifetime (Casey & Llewellyn, 2008). Social media is one such tool that Universities can use to advertise and attract students to their university.

The University of the Free State (UFS), for example, has created a footprint for themselves on social networking sites (as indicated in paragraph 1; 1.5.7.) in order to engage with their consumers and prospective consumers. Currently, the UFS does not have any social media policies in place, nor do they have any educational practices for their employees concerning the use of social media. The study will help UFS with establishing guidelines to construct social media policies in order to avoid and mitigate risks related to social media.

## **2.10. Why Social Media Policy Guidelines are important**

Due to the various conceivable risks that social media can confer upon an institution, it will be to the institution's strategic benefit to develop and implement social media policies. McCarthy (2013) indicates that social media should start with a tailored

corporate social policy which, according to her, is a code of conduct, drafted in line with your individual Industry and cultural circumstance in mind.

Social media policies should guide and educate the employees of the institution to use social media in an effective way to seize social media opportunities and at the same time mitigate the risk as far as possible. Elefant (2011), in a study of social media on utilities, states that utilities will need to train employees and executives on appropriate use of social media, and back up the training with sound, clear, social media policies.

Organisations sometimes also try to avoid social media altogether through banning social media at work. Elefant (2011), however, suggests that, rather than absolute bans, organisations should adopt clear policies to provide guidance to employees concerning the use of social media at work. In the end it will be almost impossible to ban social media from work. With the advancement of smartphones and 3G networks employees can access SNS at work via their personal smartphones. These organisations will succeed far better if they explore the new social media technologies and develop and implement guidelines and policies for their use, rather than waste their resource trying to repress social media usage.

For large organisations the chances are good that a proportion of their customers uses social media actively and prefer social media as a communication method. This is why Culnan *et al.* (2010) suggests that organisations should adopt the decision to develop a comprehensive social media policy for both employee and customer use, establishing what acceptable content and appropriate ways of communicating are.

## 2.11. Policy formulation and format at UFS

The goal of the study is to provide the University of the Free State (UFS) with social media guidelines and policies. This literature study delves deeper into policy formulation and development. Collins online dictionary defines a policy as the formulation of ideas or plans that are used by an organization or government as a basis for making decisions. The UFS has their own policy and guidelines document called “Guidelines for policy formulation, development and review: University of the Free State”. This is a document on policy formulation and development (attached as Annexure A). In the document the UFS recognises the importance of policy formulation at the institution and that well-constructed policies assist in channelling actions, behaviour, decisions, and practices in directions that promote good strategy execution at UFS.

The document further elaborates on the following matters:

- The purpose of policies at UFS;
- Clarification of terms (institutional policies, policies, guidelines, etc.);
- Gives considerations in the drafting and revising of the policies;
- Recommended steps in the development of policies;
- Guiding principles in the drafting of a policy;
- Scope of the policy;
- Elements of the policy; and
- Proposed format of institutional policies at the UFS.

For the purpose of this study the emphasis is on gaining knowledge to use as guidelines for social media policy making at the UFS. For that purpose it is not necessary to go into more detail about policy development and formulation.

## 2.12. Conclusion

The growth of social media and rate of adoption by users and organisations have led to many organisations seizing the benefits of the medium while neglecting the risks associated with it. All organisations have social media risks, whether they use it actively or not at all. These risks include, but are not limited to, reputational risk, privacy risk, intellectual property risk, legal liability due to defamation, and other common laws, employment risks for employees, operational risks, and security risks.

It has become crucial for organisations to create social media policies and guidelines in order to avoid and mitigate social media risks as far as possible while at the same time seizing social media opportunities.

## Chapter 3: Research Methodology

### 3.1. Introduction

This chapter will elaborate further on the research methodology and research design of the study in order to examine the aims and objectives identified in chapter 1. More in-depth detail will be provided to understand qualitative research, the different methods of qualitative research, and also to determine which methods will best suit the purpose of the study. This chapter will further look at the sampling method chosen for the study as well the process used to gather the relevant data for the study. It further describes the chosen data analysis method and ethical considerations to be considered.

### 3.2. Qualitative Research

Qualitative research is used in the empirical part of the research in order to investigate the research problem and gain deeper insight into the aims and objectives set out in chapter 1. According to Mack (2005) qualitative research seeks to scientifically find answers to questions through a predefined set of procedures, gather evidence or proof, and generate answers that were not perceived beforehand.

In this research study the qualitative method will therefore assist in finding insight and information to help formulate guidelines for social media policies at universities, in particular the University of the Free State.

### 3.3. Typical methods of qualitative research

There are many forms of qualitative methods, but three specifically stand out as the most popular, namely:

- Participant observation (appropriate for collecting data on naturally occurring behaviour in their usual contexts);
- In-depth interviews (optimal for collecting data on individuals' personal histories, perspectives and experiences, particularly when sensitive topics are being explored); and
- Focus groups (effective in eliciting data on the cultural norms of a group and in generating broad overviews of issues of concern to the cultural groups or subgroups represented).

The above-mentioned methods each have their own unique way of obtaining data. For the purpose of this research, semi-structured, in-depth interviews was conducted in order to gather data on social media experts' perspectives and experiences regarding the research problem, aims, and objectives.

### 3.4. The sampling method

According to Mack (2005) it is only necessary to choose a sample of the population for a study in qualitative research. The aims and objectives as well as the characteristics of the study population defines how many and which participants are to be selected.

For the purpose of this research study a purposive sampling method was followed with the goal of obtaining valuable guidelines for social media policies. Due to the characteristics of the population it was difficult to exactly predict how many social media experts currently operate in South Africa. It is, therefore, extremely challenging to identify and find social media experts who were willing to participate in interviews, and are able to advise on the advantages, disadvantages, risks, and policy guidelines concerning social media.

In view of the previous explanation and for practical and execution purposes, a total of six South African social media experts are interviewed individually. The individual interview process allows for the establishment of a relationship between researcher and participants, which could have the advantage of gaining optimal cooperation by the participants.

These experts should meet one of the following criteria:

1. Work as a social media consultant for institutions;
2. Work in the field of social media as a social media manager for institutions;  
and/or
3. Do research in social media as an academic.

### **3.5. Semi-structured interviews**

As already indicated earlier, a semi-structured interview process is followed. According to Mayoux (2011) questions in semi-structured interviews are more open-ended than in structured interviews, thereby allowing participants to speak freely and voice their opinions.

Questions for the semi-structured interviews are drawn from information and insights gathered from the literature review. Open spaces will invite the exploitation of unexpected issues or insights, not covered by the scheduled questions. The questionnaire can therefore expand to include insights and issues from other participant's feedback.

Whenever time and available resources allow, interviews are conducted in person or face to face where possible. But due to time constraints and limited resources, participants were approached via telephone or e-mail. In the case where proximity, time, and resources do not allow for a face to face interview process, the use of a conference telephone is used to conduct the interview.

Permission is obtained beforehand for the use of an audio tape in order to enable review and cross-referencing at a later stage.

### **3.6. Data analysis**

An inductive thematic analysis is used to analyse the qualitative data collected from the interviews. The process of thematic analysis, according to Guest (2012), consists of the transcribed textual data being read, identifying themes in the data gathered, coding the themes, and interpreting the information gathered.

To ensure reliability of the data analysis, all data and recordings will be kept. Careful records of all the interviews, audio types, and documents of the research study will be stored for review.



### 3.7. Ethical considerations

Ethics in research is important to help ensure that, as a researcher, one should consider as far as possible the needs and concerns of the participants studied. Proper conduct is crucial during the research process, as well as a basis of trust between the researcher and all the participants (Mack *et al.*, 2005).

Participant consent is achieved without coercion or unfair pressure, and the interviewer is well informed as to what the participation entails.

### 3.8. Conclusion

This research methodology of this study follows a qualitative approach, aimed at the collection of information and gaining insight. In the process six social media experts are sampled and a semi-structured interview process conducted.

Questions for the interviews are drawn from the literature review and asked in an open-ended manner. Because of ethical and confidentiality considerations, permission from each participant is obtained beforehand.

## Chapter 4: Empirical findings

### 4.1. Introduction

Six social media experts were selected and interviewed according to their own field of specialisation in operating within the social media sphere. These participants' expertise varied from a social media manager who, for the last three years, worked at a large University at the one end, to a social media consultant working with large institutions, an academic specialising in social media journalism and marketing, as well as an Internet and social media marketing entrepreneur who assists businesses with social media. The questionnaire used for this purpose is attached (see Appendix A.)

### 4.2. The relevance, growth and trends of social media

All participants are of the opinion that social media is not only relevant and important to modern institutions, but also that the significance of social media will increase in future. They also agree that institutions will need to spend more time and resources on social media due to its increasingly important role. Two of the participants emphasise that the relevance of social media is enough proof due to the fact that more than a billion people worldwide use social media, which correlates with paragraph 1.5.3. According to one of the participants: "There is a good chance that your customers might talk about you as a brand, and it would be wise as an institution to be part of the conversation".

All participants mention that it is crucial for an institution to stay up to date with the latest social media trends. Many indicate that institutions need to research and understand the social media platforms utilised by their target market in order to

effectively communicate with them on the platforms they use. “Technology changes quickly and trends are changing quicker than in the past [*sic*]”. The participant further states: “...there are many social media platforms available to companies that they don't even know about”. Institutions will need to research and develop strategies to ensure they reach their desired target market on the relevant social media platforms.

### **4.3. Advantages of social media**

The participants name a variety of advantages offered to big or small institutions by social media. Most of the advantages relate to the literature review noted in paragraph 2.7 and include reach of target market, feedback, cost effectiveness, engaging the target market, and creating awareness for your institution.

#### **4.3.1. Feedback on social media**

The majority of the participants mention that one of the biggest advantages of social media is the immediate feedback. Says one participant:

Institutions can now get feedback over social media for free from clients and followers. The same feedback would have been a lot more expensive if it was outsourced.

Feedback could, however, be positive or negative, but it allows institutions to listen to their customers' needs. Institutions can ask questions and can use social media as a research tool.

The advantage of feedback is also that institutions can identify problems much earlier than before the time when social media was used. This gives them the ability

to address problems early, before it reaches momentum and becomes a crisis that spirals out of control.

#### **4.3.2. Reach of target markets**

Participants also note that one of the advantages of social media is the theoretical ability to reach an unlimited number of people. Not only does it have the potential to reach thousands of people, but it also reaches the target market much more effectively. According to one of the participants, "...social media allows you to penetrate your target market much more accurately".

#### **4.3.3. Cost effectiveness of social media**

In chapter 2 (2.7) it is mentioned that social media allows institutions to reach the market and create awareness at a much lower cost than other methods. Participants echoed this point, also mentioning that the cost of reaching the market via social media is much cheaper compared to other marketing mediums such as newspapers.

#### **4.3.4. Creating awareness**

Participants in the research noted that social media enables institutions to create brand awareness, and, more specifically, online awareness (chapter 2; 2.7).

According to one participant:

...if you type in the business name you normally get the Wikipedia and Facebook pages first, and then all the rest of your search results.

Another participant mentions that social media is crucial to compete against other businesses, because “...if you don't have social media presence ... other businesses can walk over you”.

#### **4.3.5. Social media is changing marketing behaviour**

More than half of the participants note that social media changes marketing in how institutions interact and engage with their target audience.

...[b]usinesses can't speak down to people anymore; social media is much more about being social as a business and engaging with clients on their level.

Institutions should be less formal and more informal or social with their communications on social media.

Social media gives a feeling to the user of being more equal to the institution because of the personal interaction you can have with them.

This correlates with Hawn's (2009) opinion (as mentioned in chapter 2; 2.5.4.).

It is also noted by one of the participants that it is not only now important for institutions to engage with their clients on social media, but they need to understand that social media is happening in real time and they need to react straightaway. Traditionally, reacting tomorrow would have been fine, but with social media people expect an immediate reaction.

Two participants also mention that marketing behaviour did not change completely due to social media, but that institutions should rather see social media as an additional tool to the old traditional marketing mediums.

#### **4.4. Risks and disadvantages of social media for institutions**

Relating to the question of what the biggest disadvantages and risks are that institutions face with social media, a variety of disadvantages and risks are mentioned by the participants. The answers they gave correlate with the disadvantages and risks mentioned in the literature review (paragraph 2.8.).

##### **4.4.1. Reputational risk**

Five of the six participants mention that social media can damage an institutions' reputation. The biggest risk institutions face, which also makes it the biggest disadvantage of social media, is being exposed to reputational risk. One of the participants explains that social media is easy to use, and anyone can comment and engage with institutional brands over a public space where thousands or even millions of people can see the comments that people make.

Another respondent says that social media specifically exposes institutions to malicious attacks which could cause massive brand damage to institutions by people who are out to cause harm. This reflects Aula's (2010) point of view (indicated in paragraph 2.8.1) that the loss of reputation due to social media can affect competitiveness, local positioning, the trust and loyalty of stakeholders, media relations, and the legitimacy of operations.

#### **4.4.2. The risk of negative viral messages**

Most of the participants also mention that social media has the ability to spread quickly online and be shared over and over by millions of people. One of the participants comments that if a negative message about an institution, even when it is not the truth, starts spreading, it can cause big damage to the institutions' reputation, even if they prove the opposite at a later stage.

Word of mouth has always been one of the best marketing mediums to promote products or services, and with social media, online word of mouth has gotten a lot easier. The problem with word of mouth, however, is that people complain more than they tend to praise, and social media makes complaining about poor products or services much easier to more people, says one of the participants. This means that institutions need to deliver proper products and service that is value for money; otherwise, people will quickly expose them over social media if they are unsatisfied.

#### **4.4.3. Employees need to be responsible on social media**

The participants also note that many people do not realise that social media is a public platform and that the rules of society counts on social media just as in real life.

A person can't go onto social media and say and do whatever they like, and think there will be no implications or consequences.

This is also true for some employees who think that their social media profile is private and has nothing to do with their place of employment. They argue that if they say something it is done in their own personal capacity, but do not realise that most of their friends on social media know what their place of employment is. Employees

need to behave in a responsible manner online just as they would at the work, during working time.

#### **4.4.4. Security risk from fake profiles**

Fake profiles are also often created by criminals or fraudsters with malicious intent. These fraudsters can hide behind the fake profiles and interact with anyone, misleading them into giving personal information or even stalking them. This correlates with Toby Merrill's (2011) observation (paragraph 2.8.4) where he called it a spoofed site, instead of a fake profile, which is when criminals set up profiles or fan pages to look exactly like an organisation's own page.

One of the participants explains that social media could be a security risk in that one's personal information could be stolen. It can allow thieves to see what you do on a regular basis, especially if you update often and do not privatise your setting on social media.

#### **4.4.5. Social media and productivity**

One of the participants feels strongly that one of the negative effects or disadvantages of social media is that institutional time could be wasted or stolen. The respondent says that the time employees spend on social media sites can affect productivity at an institution.



## **4.5. Social Media and the Law**

To put the findings concerning laws governing social media into perspective it is best to quote one of the participants: "...the biggest problem is that people don't know the law". Below are some of the laws mentioned by the participants that institutions need to be aware of when using social media.

### **4.5.1. Freedom of speech and the law**

People feel that they can say what they want because South Africa permits freedom of speech, but do not realise that freedom of speech is only allowed to the point that the law permits it. Racial comments, defamation and infringements on human rights, are all protected by law and are not allowed verbally or on social media by any person or institution.

### **4.5.2. Copyright infringement**

Half of the participants note that copyright infringements could easily be broken when it comes to sharing and publishing information on social media as an institution. Institutions should be careful not to copy or share information that does not belong to them or they could be in trouble of violating the copyright act of South Africa.

One of the participants advise that it would be best for institutions to create their own content, but should they want to copy content they should first get permission to use the content for their own purposes.

### **4.5.3. False advertising**

One respondent also mentions that institutions should be careful of false advertising, misrepresenting information, or misleading people, which can also get institutions into trouble. Creating a false impression or perspective could cost institutions dearly in the long run.

### **4.5.4. Intellectual property**

One participant notes that staff can easily share intellectual property over social media, and that institutions need to protect themselves against this. This resonates with Chetty's (2011) opinion that the mass creation of text, images and videos shared by institutions is one of the legal risks resulting in the distortion of intellectual property rights over the content published online (paragraph 2.8.5).

## **4.6. Social media at work**

It is mentioned in the literature review of this study that social media has many disadvantages and risks. The researcher investigated whether social media experts interviewed are for or against using social media at work as an employee, and what the reasons were. Interestingly enough, half of the participants said that they think social media should be allowed at work, and the other half said social media should not be allowed at work.

#### 4.6.1. Allowing social media at work

Those who said social media should be allowed at work reasoned that it should be allowed because of the benefits that social media offers institutions (as discussed in paragraph 4.2.4). They believe that employees should be allowed to use social media to help promote and market the institution and harness the advantages of social media for the institutions benefit.

One of the participants mentions that she disagrees with her place of employment (a South African university) who disallows the students and staff to access social media on the campus. “Facebook is one of the university’s main communication tools, but it gets blocked on campus, which does not make sense”.

Half of the participants, who say social media should be allowed at work, also note that institutions should monitor the use of social media to prevent misuse by employees as well as unacceptable behaviour.

#### 4.6.2. Should not allow social media at work

The other half, who was against employees using social media at work, had the following reasons. If employees can use social media at work, they are actually misusing the institution’s time and resources, especially if it has nothing to do with their work. They also believe that social media will affect the employee’s productivity should they be allowed to access social media at work.

One of these participants did, however, mention that through correct policy procedures, institutions could find a balance. The respondent gave an example of

blocking social media during working hours, but allowing access during tea and lunch breaks. This way could be a win-win situation as the employees are not stealing employer time during lunch time or tea time when they are using social media, and are blocked from using social media the rest of the time. He also mentions that it is difficult to monitor social media and blocking it completely, because employees will then only do it secretly.

#### **4.7. What is the best way to mitigate the risk of social media?**

All of the participants answered that an institution would need policies in place to help them mitigate the risk of social media. Five out of the six participants also said that a policy on its own will not be enough, but that social media education would be crucial in helping the policy to mitigate the risk of social media for institutions.

##### **4.7.1. Social media policies**

Every one of the participants states that institutions need to have a social media policy in place to help them mitigate the risk of social media. They advise that the policy should be short and easily understandable. Another respondent advises that institutions should involve and approach employees when developing social media policies. In this way institutions show that they would like employees to use social media, but that they also want to mitigate the risk of social media at the same time. Staff will then hopefully be more committed to a working solution of mitigating the risk.

Most of the participants note that, in many cases, especially in big institutions policies are written and easily forgotten. Therefore, they advise that social media policies should form part of the induction process when people are hired. With

induction it should be clearly explained what the dangers of social media are and what employees are allowed and not allowed to do and say on social media. It is also recommended that institutions provide workshops to educate employees on social media policies.

#### **4.7.2. Social media education**

Throughout the interviews the words “social media education” came up constantly, and was in many cases said to be crucial to the success of mitigating the risk of social media at institutions.

Two of the participants, however, felt that social media education should start at a much earlier age, when people are still at school, which means that by the time they start working they already know what the dangers of social media are. The one respondent gave the example of the country Singapore, where a social media curriculum has been written about the advantages and disadvantages of social media. According to the respondent Singapore is busy implementing the curriculum into their school program to educate students from a young age to use social media in a responsible and safe manner.

#### **4.8. Institutions should have social media policies in place and update them constantly**

All the participants agree that it is important for institutions to have social media policies in place. One respondent says that developing social media policies are the first thing institutions should do before they start a social media platform for their institution. The main reason given is to protect the institutions, but also to protect the employees: “...without a social media policy in place you can’t discipline your staff”.

All of them also agree that a social media policy is a working document, which will develop and change along with the social media technology: "...it's a policy that needs to be reviewed constantly, making changes as issues arise".

#### **4.9. Social media policy framework**

The participants had different answers to the question how a policy framework should look and what it should include. Half of them agree that the policy should include details about how, when, and where employees are allowed to communicate on social media. One respondent mentions that it comes down to the employee behavioural code that staff need to sign, which should indicate what they are allowed or not allowed to do or say on social media: "...the institution must be reflected in a good light over social media".

The other two main aspects mentioned by the participants were that a policy would need to cover the legal aspects as well as the ethical aspects of social media.

#### **4.10. Separate policy for staff and students**

Four of the six participants were asked if they think there should be a separate policy for staff and students at a university. All of them agreed that these are two different groups that should be approached differently from a policy perspective, and that the university should therefore have separate policies for staff and students.

#### 4.11. Policies should encourage the use of social media

The participants were asked how policy development should be approached in order to maximise the advantages of social media and at the same time limiting the risk associated with social media. The majority agrees that social media policies should not only be negative, but that the positive aspects of social media should also be highlighted in the social media policy: "...the positive aspects should almost outweigh the negative aspects on the policy".

The policy, in essence, should at the end not only be about the rules relating to all of the dangers of social media and what could go wrong, but it must encourage the use of social media so that the institution can benefit from the advantages of social media.

Another respondent advises that the wording of the policy is as crucial as the way it is communicated to staff. Many participants mention that the social media policy should not threaten or scare the employees, but that employees must rather see the social media policy as a guideline to help protect them so that they do not get into trouble. One respondent mentions that the best possible way to do this is to involve the employees in the social media policy developing process. Advising staff that the institution wants them to use social media for its benefits adding that they need to help the institution mitigate the risks of social media and how can they assist in that process.

One respondent also advises that it could be wise to first approach the social media policy through a pilot test in order to establish how the staff or a group of staff react to the policy. If it is mainly negative and the employees do not react favourably, the policy the institution can amend the social media policy.

## 4.12. Who should be involved in developing social media policies?

Most participants state that institutions need to involve as many different stakeholders as possible with the main responsibility falling on the marketing, communications, and legal department of an institution. They also mention that the staff involved in social media policy development should be represented within all levels, from the cleaners to top management. From a university perspective the one respondent also includes the student council and the human resources department.

One of the participants, however, says that he personally feels strongly that top management, the managing director or the chief executive officer should be involved in developing these policies. The respondent reasons that the top management need to know and understand social media policies and how it works; otherwise they cannot enforce it properly and cannot react against employees that violate the policy.

### 4.12.1. Responding to social media enquiries as an institution

One of the participants said that top management should be the ones who respond to social media enquiries and issues, and not the lower level staff of the institution. The example he gives is that many MDs or CEOs leave the responsibility of handling the institutions' social media account to the young, inexperienced receptionist, for example, who goes onto social media every day. He further explains that the MD is actually asking the inexperienced employee to deal with his clients on a daily basis, handling enquiries and leaving the inexperienced employee to build the institutions brand reputation on social media. This is a responsibility the MD would not normally give to an inexperienced employee.



The respondent advises that the top management should have presence on social media and help the institutions clients on social media the same they would do if a client walks into their business.

An unhappy client for example normally wants to speak to a manager or head of department when they walk into an institution, not to a receptionist, why should it be different on social media.

### **4.13. What are the barriers to creating social media policies?**

The participants provided a variety of answers on what the possible barriers when writing a social media policy could be.

#### **4.13.1. Too many people involved in the development process**

Three of the participants mentioned that when too many employees are involved in the development process it can delay the process unnecessarily. This could be a major barrier if the social media policy is delayed for too long leaving the institutions exposed. "Our intuition has been working on the social media policy for over two years and we still haven't finalised the draft".

#### **4.13.2. Knowledge of social media**

Another big barrier mentioned by two participants is that institutions might not have the necessary knowledge within the institution to write a proper social media policy. It will not help if the institution receives many opinions about social media policy while

none of the employees are clued up on social media. It will be advisable for institutions to rather get outside advice from an expert when developing the social media policy.

#### **4.13.3. Not anyone's responsibility**

With the growth of social media there is a bigger need for institutions to employ staff that work full-time on social media. In many institutions social media policies are pushed down to some staff member to do as a side-line project, which is not the staff member's main responsibility. Institutions need to spend more resources and time on social media and give the responsibility of developing social media policies to a knowledgeable employee as part of the employee's job description.

#### **4.14. Cyber security and privacy of social media**

When it comes to protecting the institution from cybercrime, as well as protecting clients' rights to privacy, who posts to the institutions' social media accounts, the participants advise the following.

##### **4.14.1. Verify Social Media Accounts**

Large institutions can verify their accounts with social media sites such as Facebook and Twitter. When the social media sites are verified Facebook and Twitter puts a little blue star behind the institution's name which means it is the institutions official account. Anyone seeing that blue star can hover around it and it will show them that it is a verified account, and not a fake or copied account.

#### **4.14.2. Education on cyber security and privacy**

The participants also advise that institutions should educate staff on security-related issues, and on how to set one's privacy settings on social media. Institutions must also read the fine print (term and conditions) on these social media platforms before they start publishing institutional pages.

#### **4.14.3. Monitoring the web**

Participants advise that it is becoming crucial for institutions to monitor the Internet, and specifically social media, for fake profiles of their institution. They must also monitor for profiles using the institution's name and logo illegally. They should act quickly against such profiles by reporting them to the sites administration team and legal department thereby also notify the users that they need to delete the fake profile.

#### **4.14.4. At own risk**

Institutions must warn all users on their social media platforms that they post and publish to their site at own risk. They should also advise the people publishing on their social media sites not to disclose any personal information, as the institution cannot take responsibility for people posting personal information on their social media accounts.

#### **4.15. How do to build social and political trust on social media**

Most of the participants mention that it comes down to the type of content the institution shares, and that shared information or content need to form part of the institutions values and vision, linking it up to the institutions strategy.

Half of the participants also mention that it is important for institutions to be neutral when they communicate, they can't be seen supporting or be one sided when it comes to politics and religion. Large institutions must try and stay away from personal opinions and rather communicate their values that are aligned with their strategy as far as possible.

#### **4.16. Conclusion**

The chapter outlines multiple findings extracted from the qualitative interviews with the social media experts. The chapter and findings indicate that social media is relevant and growing and institutions should spend more time and resources on social media and their social media platforms. The chapter further outlines the advantages, disadvantages and risks of social media, as well as what institutions can do to mitigate those risks. Further it highlights the different aspects of a social media policy and why institutions need to develop social policies.

## Chapter 5: Conclusions and discussions

### 5.1. Introduction

This research study was conducted with the purpose of creating guidelines that can be used by institutions of higher learning when developing social media policies. The main goals included; investigating the significance of social media for institutions, identifying the advantages and disadvantages/risks of social media and to emphasize the importance of the various aspects of social media policies and its frameworks for institutions of higher learning.

### 5.2. Social media policy guidelines

The problem statement (see paragraph 1.2.) indicated that institutions of higher learning are all using social media for communication purposes, but most of them do not have a social media policy in place to protect themselves against the various risks of social media. The findings could be summarised and linked to the objectives of the study (see par. 1.4.).

In terms of the significance of social media for institutions, it was found that the significance of social media will increase over time, institutions will need to spend more time and resources on social media and will need to keep up to date with the latest trends of social media.

Social media offer a spectrum of advantages to the institutions, allowing institutions to receive free feedback from followers, reach target markets more effectively, minimise cost on marketing and it serves as an excellent medium for brand awareness creation.

There are also many disadvantages and risks that social media have and these include reputational risk through negative or malicious messages that have the potential to go viral, and can also be caused by an institution's own employees. Social media can also negatively impact the productivity of staff if it is not managed properly.

In addition there are many laws that institutions need to take notice of when it comes to social media. For example, freedom of speech is only allowed up to the point where the law allows it; racial slurs and defamation, for example, on the social media are not permitted by the law.

The best way for institutions to protect themselves against the disadvantages and risks of social media is through social media policies that could protect not only themselves but also their employees.

### **5.3. Recommendations**

The recommendations below provide guidelines to institutions of higher learning when they develop social media policies. Institutions of higher learning can use the summarised version below for quick reference when developing social media policies.

#### **5.3.1. Social media and marketing**

- Social media should only be seen as an add-on to marketing activity for institutions.

- With social media marketing institutions should engage customers on a more social level.

### **5.3.2. Disadvantages and risks of Social Media**

- Institutions need to identify issues about social media early and take action immediately. If this is not done social media has the potential to spread negative messages quickly and out of the control of institutions, causing reputational harm.
- Institutions need to be weary of security risks on social media such as fake profiles.

### **5.3.3. Possible legal issues that institutions should take notice of**

- Institutions should only publish content that are their own, otherwise they could be in danger of copyright infringements. If institutions need to copy content they must first get permission from the content owners.
- Institutions should not advertise falsely.
- Institutions should protect themselves from intellectual property theft via social media.
- Social media is a public platform and as such should be treated with circumspection since legislation pertaining to society also is applicable to social media.

#### **5.3.4. Social media in the work environment**

- Institutions should monitor staff using social media at work.
- Limiting the use of social media to lunch and tea times but not during working hours could contribute to employees being more productive since they will not be wasting time on ill-considered social media use. Employers need to help employees realise through workshops and/or policy that nothing on social media can be considered as being private. Even if the profiles are their own and are run in their private capacities, they are still associated with the employer through their network on social media.

#### **5.3.5. How to mitigate the risk of social media**

- Institutions should get a policy in place in order to protect themselves against the risks of social media.
- Social media policy should be written in unambiguous, lucid terms in order for it to be understandable. It would be of great benefit if such a document is not too ponderous and extensive.
- Institutions should involve the staff when developing social media policies.
- Social media policies should be part of the induction process.
- Institutions should educate staff on the use of social media. For example, social media policy workshops can be held to educate staff.

#### **5.3.6. Social media policies**

- Institutions should have social media policies in place before they start with social media platforms.



- Social media policies are a work in progress and need to be constantly monitored and updated.
- Institutions should develop the how, when and where employees are allowed to use social media.
- The social media policy should point out to employees that they need to reflect the institution (their place of work) in a good light when using social media platforms.
- All legal matters relating to the social media policy need to be taken into account.
- All ethical matters related to social media need to be included in policy.
- Social media policies need to be developed for each target market; for example, students and university staff should have separate social media policies.
- A social media policy should include the benefits of social media, encouraging the use of social media to the advantage of institutions.
- Correct wording of the social media policy is important.
- Social media policy should not be used to threaten or scare employees but should rather be seen as a guideline in order to help protect employees from the risks attendant to social media.
- First do a pilot test to see how employees receive social media policy then, if necessary, effect amendments.

#### **5.3.7. Who should be involved in social media policy development?**

- Involve all departments and employees at all levels, but focus the main responsibility for it on the marketing, communications and legal departments.

- Senior management should understand the social media policy in order to implement and enforce it effectively.
- Management should display presence on social media in order to assist with client enquiries.

#### **5.3.8. Barriers to social media policy development**

- Having too many people involved can delay the social media policy development process.
- Institutions need intimate knowledge of social media to draw up policies otherwise they need to get outside assistance from experts.
- Give the responsibility of developing a social media policy to knowledgeable employees as part of their job description.

#### **5.3.9. Cybercrime and privacy:**

- Verify social media accounts of the institution.
- Educate employees on social media security and privacy matters.
- Institutions have to acquaint themselves with the fine print (Ts&Cs) of social media sites.
- Monitor social media for fake profiles of the institution and for profiles using the institution's name or logos illegally. .
- Advise followers on the institution's social media accounts not to share private information over social media platforms.

### **5.3.10. Building social media social and political trust:**

- Publish content that is in line with strategy, and are neutral relating to politics and religion.

## **5.4. Final recommendations and proposed future research**

### **5.4.1. Final Recommendation**

Institutions of higher learning can use the recommendations above as guidelines but must not be limited by them as each institution's requirements and needs are unique. Institutions should use their own discretion when developing social media policies in order to ensure that the policies fulfil all requirements. Institutions of higher learning can also use social media policies from other institutions that already have a social media policy in place as a template to work from. Other institution's social media policies can be a great source of guidelines when developing one's own social media policies.

### **5.4.2. Limitations and proposed future research**

The research was limited to interviewing experts only. For future research, general staff at institutions can be questioned in focus groups to see how they perceive social media policies. Students and employees who use social media can also be questioned on their perception of social media policies and whether they are aware of the advantages, disadvantages and risks of social media.

Further research could be done on the use of the social media policy guidelines at institutions and their effectiveness. Future research can also focus on the issue of whether social media policies, when implemented at institutions, help institutions to avoid and mitigate the dangers and risks related to social media.

There were some questions and explanations that arose from the interactions with the social media experts that can be of interest in future research. Examples include the use of social media by employees at institutions with stringent office hours as well as how to implement social media policies at institutions in an effective way.

The social media experts also proposed training on the advantages, disadvantages and risks of social media for institutions. Further research could be done into social media education for institutions in order to help institutions mitigate and avoid the disadvantages and risks of social media.

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## Appendix A: Interview Questions

### Growth/impact of social media on institutions

1. How relevant or important is social media for institutions today? (Success of business) (Do businesses need social media?)

2. Will the significance or importance of social media increase for institutions? (will it be worth investing time in)
3. Would they need to acquire more staff and resources for social media? (time and resources spent on social media)
4. How important would you say it is for business to keep up to date with the latest developments and trends of social media? (What will happen if they don't)
5. If you could name a few advantages, what would you say is the biggest advantages of social media for businesses/universities?
6. How would you say marketing behaviour have changed in businesses due to social media? (Marketing spend)(Marketing mediums)

**Disadvantages/risks of social media for institutions**

7. If you could name a few, what would you say is the biggest disadvantages/risks of social media for businesses/universities?
8. What type of actions on social media can get institutions in trouble with the law and what is the most common laws broken on social media by employees, clients/people in general
9. Should employees be allowed to use social media such as Facebook during working hours? Why or why not? Does it depend on the type of organisation and role? What is the best way to control/monitor a business's/ university's employees using social media at work and after hours?

**Avoiding/monitoring disadvantages and risks with social media**

10. What would you say is the best way to mitigate the disadvantages and risks of social media to businesses and universities?
11. What is the best way to control clients at a business / students at a university to use social media in a responsible way?

## **Social Media Policies**

12. Do you think it is important for businesses/universities to have social media policies and why?
13. Do you think social media policies and guidelines will change with the development of social media technology?
14. Do you have any experience in social media policies? Can you advise on social media policy frameworks that would be necessary to govern businesses in the use of social media?
15. Do you have any advice on how to create policies that encourage the use of social media technologies (maximise the advantages) and at the same time mitigating the risk as far as possible. (How should organisations approach social media policy development)
16. In big organisations, who would you say should be involved in developing social media policies, and on what authority level?
17. What type of barriers do companies experience when developing social media policies for their businesses?
18. How can institutions protect themselves and their clients against cybercrime? What cyber security measures, tools and approaches are necessary to ensure business/university, and individual security? (Fake SM profiles to get individual information)
19. Do you have any advice on how institutions should ensure the privacy of individuals, particularly when data may not be owned by institutions? (Individuals share their information on company pages, Facebook rules state that they can make use of such information)
20. With the rise in popularity of SM and it being a public platform, how would a business/university build social and community trust through using social media?

## Appendix B: Transcribed Interview one

### GROWTH/IMPACT OF SOCIAL MEDIA ON INSTITUTIONS

**1. How relevant or important is social media for institutions today? (Success of business) (Do business need social media)**

People didn't realise until recently how important it is for institutions. In our own environment, (University of the Free State) we only realised how important it was after we attended a congress on social media about 2 years ago. UNISA talked about social media policies and at that time they were the only University to have a social media policy in place in South Africa. A racial incident also happened on campus so we realised that we (UFS) needed to start writing a social media policy as quick as possible, because at that stage anyone could write or say anything on social media and we could do nothing about it.

**2. Will the significance or importance of social media increase for institutions? (worth investing time in)**

Yes, it would. Especially regarding student communication, the University struggled to communicate with or reach the students effectively and social media has helped to close that gap.

This type of communication also will get increasingly more relevant for lectures.

**3. Would they need to acquire more staff and resources for social media? (time and resources spend on Social media)**

Yes, in America they are already appointing more staff, but in SA it is still catching on.

**4. How important would you say it is for business to keep up to date with the latest developments and trends of social media? (What will happen if they don't)**

It is very important; you obviously want to be the trendsetter and not a follower. In a university environment the students also have all the latest technology available and you would need to stay up to date with the latest technology as an institution in order to communicate on the platforms that the students are using. (It does not help using Facebook, for example, if all the students are using a new technology such as, for instance, Instagram.)

**5. If you could name a few advantages, what would you say is the biggest advantages of social media for businesses/universities?**

One would definitely be able to reach the students, to communicate with them effectively. In South Africa short message services are too expensive, although in America they use it much more due to it being more cost effective over there.

Follow up Q, (What would you say is the advantages from working in the communications sector at UFS)

Brand Awareness should, since everyone can see what you do on your social media platforms, have correct branding and messages; even as a social media manager you can cause damage to the brand as it is not just your target market that sees it but everyone else also.

**6. Would you say marketing behaviour have changed in businesses due to social media? (Marketing spend)(Marketing mediums)**

I don't think it has changed marketing at institutions as such. I rather see social media marketing as an add-on to traditional marketing.

**DISADVANTAGES/RISKS OF SOCIAL MEDIA FOR INSTITUTIONS**

**7. If you could name a few, what would you say is the biggest disadvantages/risks of social media for businesses/universities?**

It is easier for students to complain, not just complain but it give them the ability to write malicious messages that can cause damage to an institution, it give them direct access to top management. Since it is also in the public eye, it can cause damage as anyone can say anything they want.

Damaging an institution's reputation is definitely one of the biggest risks for institutions when it comes to social media.

**8. *What type of actions on social media can get institutions in trouble with the law and what is the most common laws broken on social media by employees, clients/people in general***

As a user or employee, if you say something that is wrong toward the company it is stipulated in your employee code of conduct that you can lose your job. There have been incidents at the University where an employee has lost his job and another one received a written warning. This was due to them putting the University's name into a bad light with their behaviour on social media. So even if the social media policy is not in place the employee code of conduct can also help the University to act against employees that misbehave. The same goes for students as they all also sign a student code of conduct when they start studying at the University.

So at this time they (University) can look at what you say on social media in your personal capacity about the University and then use the employee code of conduct to rule what you are allowed to say or not say about the University. This normally comes back to reputation.

I am not sure what the law is, but this is from the university's policy point of view.

What about intellectual property on social media, are there any laws that can be broken, especially as a social media manager?

You should either use your own photo or if you use someone else's photo you should first get their permission. Content wise you are allowed to share the content that is already on Facebook as it is in a public space, but if you copy the content from a website, you then either have to rewrite the content or you must acknowledge the source of reference or ask for permission.

**9. *Should employees be allowed to use social media such as Facebook during working hours? Why or why not? Does it depend on the type of organisation and role? (What about social media on cell phones)(We know that employees can break laws on social media). What is the best way to***



***control/monitor a business's/university's employees using social media at work and after hours?***

Yes, employees should be able to use Facebook. This should, however, be monitored as you will always get certain individuals that will abuse it. But is such a fantastic marketing and communication tool that I can't see why people can't use it internally as well. Something like Linked In which is important for employees. Facebook is one of our main communication tools at the University for students but it gets blocked at the computer lab, which does not make sense to me. So yes, it should be accessible to everyone but there should also be something in place to monitor against misuse.

**But then how do you monitor it at the University?**

Each computer has an IP address which is linked to the computer services on campus, so you can check each person's Internet records, so the responsibility lies with management. Should they suspect someone is misusing their Internet they can just get their records through internal relations. Students also type in their student numbers, so it is easy to monitor them.

What about people using it on their cell phones?

It is on their own account, so they can use it as they like.

**AVOIDING/MONITORING DISADVANTAGES AND RISKS WITH SOCIAL MEDIA**

***10. What would you say is the best way to mitigate the disadvantages and risks of social media to businesses and universities?***

Except for an policy, I would say it would be to educate people or staff. The biggest problem is, first, that older people doesn't understand how social media work and , second, that the younger generation again doesn't know what they can do wrong and get into trouble for doing it.

Education would be the most important element about the advantages and disadvantages. And also students and staff should know what the risks are. Yes, policies are important but it does not help when there is a policy and people don't know in what type of trouble they can get into.

**11. What is the best way to control clients at a business / students at a university to use social media in a responsible way?**

As mentioned before, it boils down to education. The UFS 101, for example, has already started to include it in their courses as they realised the need for students to get educated around social media risks.

**SOCIAL MEDIA POLICIES**

**12. Do you think it is important for businesses/universities to have social media policies and why?**

Yes, it is definitely important. Students, for example, say easily how they feel before they think and do it on social media. So to protect the institution, you would need a social media policy in place so that you can take the necessary steps against such students.

**13. Do you think social media policies and guidelines will change with the development of social media technology?**

I don't think social media policy is something that you write once, but rather something that you monitor constantly throughout and add new elements as social media technology or new platforms develop or as you encounter new issues that the policy does not address.

So yes, you send out a policy but you add the date and versions.

**14. Do you have any experience in social media policies? Can you advise on social media policy frameworks that would be necessary to govern businesses in the use of social media.**

How the University went to work was that they first wrote the policy and then gave it to someone in the law faculty to check it from a law perspective. Then it was sent to a social media law expert (contractor) to have a look at it. Then it was distributed to all the deans of faculty at the University to check. Once everyone was happy, it would then first go to the Rectorate where it needs to get final approval.

All policies need to go through those sorts of steps before it can be implemented.

**15. Do you have any advice on how to create policies that encourage the use of social media technologies (maximise the advantages) and at the same time mitigating the risk as far as possible. (How should organisations approach social media policy development.)**

It would be about how your policy is worded, and how you communicate the policy when you unveil it to the staff. How you communicate it in the sense of why the policy is put in place; do you threaten them or scare them with the policy, or is it something where you say that we know you are using social media, and we love the fact that you are using it. We embrace the fact that you use it, but here is a few guidelines and policies that you need to keep in mind because you can get into trouble when using social media.

Social media guidelines and policies should not be used to threaten staff but rather something with which to help them; it should be seen as something that will help protect them as the staff of the institution.

**16. In big organisations, who would you say should be involved in developing social media policies, and on what authority level?**

I would say it would be a combination of the heads of marketing and communication as well as the legal department of the institution.

**What about the social media administrators that works with the social media each day?**

It is easy for the social media administrators to write a social media policy but it is difficult for them to know what to write from a legal perspective. So the guidelines would normally come from the social media administrators. It is also easy to attract the social media administrators but the responsibility should rest with the legal department.

**17. What type of barriers do companies experience when developing social media policies for their businesses?**

One of the biggest barriers in many cases is the fact that there are many people who are part of the process and each one has opinions about what should be written into the policy, so you don't get to a point where you can finalise the policy, or it takes a very long time. Secondly, once again because people are not educated about social media, they give wrong or incorrect opinions but they all want to give an opinion even if they have no experience or knowledge of social media. So you never get the policy completed.

### **How can one address those problems?**

When you have your first draft in place with your basic guidelines for staff, students and social media administration.

If you have those guidelines in place to the point where the law man has helped you to link it to the code of conduct for staff and students you should get your first draft out. You need to get it out in order to protect yourself. You can then immediately start on your second draft. But to keep working on a draft and not be protected at all does not make sense.

Even if your guidelines in your first version are longer than the policy itself, it is still better because the staff and students are hungry for guidelines on what they should or should not do.

### ***18. How can institutions protect themselves and their clients against cybercrime? What cyber security measures, tools, and approaches are necessary to ensure business/university, and individual security?***

The University had a situation where a confession page was created using the University's branding and name, which was an illegal use of copy rights.

The first step that the UFS took was to get the legal names from the lawyers that proves the names belong to your institution. Then you have to send it to the platform administrators. For example, if it was on Facebook then you have to send those pages to Facebook in order to prove to them that the branding and name belongs to you. So you report it to Facebook.

If Facebook does not help you after the report you would need to get your lawyers to take it up with Facebook directly in order to get them to take it off. This is normally

very expensive, too expensive for South African companies because the costs are in US Dollars. And then there is also no guarantee that you can win it.

In many cases your hands are cut off. In my experience it is very difficult.

There is also a new act called the poppy act.

It's a new law which states that you are not allowed on any social media platform to ask for an ID number or to put on a residential address.

So staff and students who upload CVs, for example, should take off their ID numbers and home address.

***19. Do you have any advice on how institutions will ensure the privacy of individuals, particularly when data may not be owned by institutions?***

I think it comes down to education once again. People should know what information they should and should not put onto social media channels. They should know that ID and address should not be put onto social media.

***20. With the rise in popularity of SM and it being a public platform, how would a business/university build social and community trust through using social media?***

Social trust is something that would start in your community, not in social media. Social media can, however, help to build that trust with the type of content that you post. Politics is something that we as University stay away from and we don't post anything that can be seen as politically driven.

The University has a strategy and then the social media department also has their own strategy, so in both these strategies you decide what content you would like to communicate. All those things in that strategy that you communicate would create the image of how the people are going to perceive you as an institution. So what you communicate outwards would affect the social and political trust in your community.

## Appendix C: Transcribed Interview Two

### **Growth/impact of social media on institutions**

#### **1. How relevant or important is social media for institutions today? (Success of business) (Do business need social media)**

Yes, I do think it is important owing to the fact that most of your customers are on social media networks. The numbers also show that especially your younger generation are especially active on social media. There is a good chance that your customer or target market might talk about you as a brand, and it would be wise as an institution to be part of those conversations.

#### **2. Will the significance or importance of social media increase for institutions? (be worth investing time in)**

Yes, definitely. Statistics show that social media is growing; especially the older generation is currently one of the fastest growing segments on social media.

#### **3. Would they need to acquire more staff and resources for social media? (time and resources spend on social media)**

Yes, definitely. It is also important that the information centre and more staff are incorporated into using social media as a tool to communicate with clients who have questions.

#### **4. How important would you say it is for business to keep up to date with the latest developments and trends of social media? (What will happen if they don't)**

It is crucial; they should have experts in these fields to make sure that they are on the correct platforms and using the correct technology to communicate with the students.

#### **5. If you could name a few advantages, what would you say is the biggest advantages of social media for businesses/universities?**

There are many, you get your message out, you reach your target market so much easier through social media if used correctly.

The other big thing is that you encounter problems quite quickly on social media platforms and you can then address the problem earlier before it goes into a snowball effect and spirals out of control or go viral and everyone gets enveloped.

You also quickly realise if there was a specific event.

The other thing is that social media is for free, if you take what the same message would cost compared to newspapers and short message service.

You can also specifically specify who you want to target, which makes reaching your target market easier.

## **6. How would you say marketing behaviour have changed in businesses due to social media? (Marketing spend)(Marketing mediums)**

Before social media people spent much money on the old traditional marketing mediums. But with social media advertising I believe you can target your audience much better.

What many businesses do wrong on social media is that they speak down to people; social media is much more about being social as an institution and engaging with clients at their level. Research shows that you should not promote your products or services on social media in more than 20% of your posts.

### **Disadvantages/risks of social media for institutions**

## **7. If you could name a few, what would you say is the biggest disadvantages/risks of social media for businesses/universities?**

First of all it is very important when looking at disadvantages that you will have a structure in place for if something happens you know what you delete and handle it. If people, for example, makes racial comments you should know how to handle it.

What business should decide is if someone says something negative about your business you have to have an plan for dealing with it. How are you going to protect your reputation? In many cases it is better to handle and answer that person on

social media so that the rest of the people can see how you handled or solved the situation.

**8. What type of actions on social media can get institutions in trouble with the law? What is the most common laws broken on social media by employees, clients/people in general**

Defamation is definitely one of them. It is important ,for example, that institutions are responsible for what is said on their pages. This is why some institutions do not have a comments section, which I would advise against.

**9. Should employees be allowed to use social media such as Facebook during working hours? Why or why not? Does it depend on the type of organisation and role? (What about social media on cell phones)(We know that employees can break laws on social media) What is the best way to control/monitor a business's/university's employees using social media at work and after hours?**

You can tell your worker that he is not allowed to use social media on his work equipment but that does not stop him from using social media on his cell phone. I am actually for staff using social media because I believe they could help the organisation a great deal, from advertising to having many ears on the ground that listens what people have to say about your organisation.

Then on the other hand as well, if you have a disgruntled employee or unhappy employee he can post it on social media for everyone to see. I don't think the correct way to go is to block people from using social media. If they want to use it they will, even if it is in their lunch time or after hours and on their own equipment, so you can't effectively block these people. It would be better to rather have a policy in place in order to control them or to tell them that they are not allowed to put the institution into a negative light on social media; what they are allowed or not allowed to say about the institution they work at.

**Avoiding/monitoring disadvantages and risks with social media**

**10. What would you say is the best way to mitigate the disadvantages and risks of social media to businesses and universities?**



It is important to have a structure in place beforehand. You must have your policy in place. Normally people get excited and they start with social media without having policies in place. They should know that these type of content is not allowed, these type of comments are not allowed, staff can do this and not that, and it is important that all the staff know about it. Especially in a big institution people should be notified properly.

**11. What is the best way to control clients at a business / students at a university to use social media in a responsible way? Take students for example.**

I think there should be a policy in place that on entering a university students should read and sign the policy. The policy should notify students and staff of the dangers of social media and that it can get them fired or expelled. I've been involved in cases where I had to testify against students' behaviour on social media. That is also something that we need to do: monitor what students is saying about the institution.

So students should know what they are allowed and not allowed to say, this education is crucial to inform students about the dangers or social media.

What about clients like Apple or Dell Clients, Can apple or Dell control how their clients react.

I think it is difficult due to freedom of speech. But people should be careful of what they say and do not say, because you can get into trouble for it.

### **Social Media Policies**

**12. Do you think it is important for businesses/universities to have social media policies and why?**

Yes, it is crucial. Institutions should have these policies in place before they start on any social media platform.

**13. Do you think social media policies and guidelines will change with the development of social media technology?**

Yes, there will be a few basics that stay the same, but policies should be reviewed on constant a basis especially with the developments of social media. These polices should be updated constantly.

**14. Do you have any experience in social media policies? Can you advise on social media policy frameworks that would be necessary to govern businesses in the use of social media.**

I think it is important for an institution to cover themselves with these policies. Policies can include what content is allowed on, how often posts can be made, who can make or load content onto social media for the institution; usage of social media from staff and students usage. What they are allowed and not allowed to do on social media. For example, are employees allowed to use social media at work?

The US Navy, for example, has a good social media policy that institutions can use as a template and take out of it what is applicable to your institution and in that way protect your brand.

**15. Do you have any advice on how to create policies that encourage the use of social media technologies (maximise the advantages) and at the same time mitigating the risk as far as possible. (How should organisations approach social media policy development)**

This is the fine line that you will walk; institutions should be careful of over regulating social media to the extent that people are too scared to communicate on it. People are free to say what they like on social media and express their opinions so you can't really tell them they are not allowed to use these social media platforms. Institutions should not be too strict, people should just be educated and have knowledge of the dangers of social media and think twice before they post something online on social media.

**16. In big organisations, who would you say should be involved in developing social media policies, and on what authority level?**

The communication department and the lawyers of the institution should have a look at it. One should remember that everything that goes onto social media should be monitored by the communications department who are responsible for the brand and image of the institution.

**17. What type of barriers do companies experience when developing social media policies for their businesses?**

The pace of change in social media, you think you're covered but then there is already a new platform that is not covered by the social media policy. In many cases it becomes the responsibility of someone where writing the social media policy is not part of their main responsibility. You need to set time apart to make sure your policies are in place. Then also the knowledge, you need the people who have the necessary knowledge to write such a policy as well as the lawyers who can double check from a legal perspective.

**18. How can institutions protect themselves and their clients against cybercrime? What cyber security measures, tools, and approaches are necessary to ensure business/University, and individual security?**

Campus Confession was a big headache for the University where the University name and logo was used. The University got their lawyers to write to the page owner to tell him to close the page. It is against the law to create a fake page. So people should know that they are not allowed to do it.

This is a big problem worldwide, especially where celebrities' or politicians' profiles are faked. It is, however, difficult to control. You can only monitor it and contact that person and ask him to delete the page or face legal charges.

You should say that this is the official page of the institution and use authentication of the social media platforms like the blue star on Facebook to confirm your official social media site.

**19. Do you have any advice on how institutions should ensure the privacy of individuals, particularly when data may not be owned by institutions?**

You should actually know all the fine print on social media sites. There was a big example where Instagram, for example, changed their policy over night and all of a sudden all photos on Instagram belonged to them, or they can reuse it for commercial purposes.

In your policy documents your staff must know that they can post personal information of clients on social media sites because it is public.

**20. With the rise in popularity of SM and it being a public platform, how would a business/university build social and community trust using social media?**

The type of content you load on to social media will influence it, also how you manage your social media sites, how you communicate and interact on the site. People pick up what type of content you load and also how quickly you react to your pages etc.

Institutions should not show their personal opinions about politics over social media channels but should be neutral.

## Appendix D: Transcribed Interview Three

### Growth/impact of social media on institutions

**1. How relevant or important is social media for institutions today? (Success of business) (Do business need social media)**

Yes, absolutely, even small businesses need a presence on social media.

**2. Will the significance or importance of social media increase for institutions? (worth investing time in)**

Not only for marketing, but also in many other aspects, to keep their profile up to date, to have almost a paper trail so that people can search you and find you.

**3. Would they need to acquire more staff and resources for social media? (time and resources spend on Social media)**

Yes absolutely.

**4. How important would you say it is for business to keep up to date with the latest developments and trends of social media? (What will happen if they don't)**

Yes, but many small business they don't have the money or resources to stay up to date with the latest trends. For small business it could be helpful to rather get a specialist from outside to help them, especially if your resources as a small business are limited.

**5. If you could name a few advantages, what would you say is the biggest advantages of social media for businesses/universities?**

In the first place, awareness, online awareness. If you type in the business name you normally get Wikipedia and Facebook pages on the first search page and then all the rest. If you don't have it the other business can walk over you. So you need to have it (social media) on multiple platforms.

With the correct message on social media it has the potential to reach thousands of people, which is a great advantage compared to other mediums, which makes it a cheap way to do marketing.

**6. How would you say marketing behaviour have changed in businesses due to social media? (Marketing spend)(Marketing mediums)**

I think especially the bigger institutions have changed their marketing behaviour a lot. They set the new trend. They create a new type of advert on SM which is different from the traditional television adverts. If you take Nando's, for example, that has a strong humour side to their adverts. They have influenced the rest or smaller businesses because everyone wants the same type of hype and awareness.

**Disadvantages/risks of social media for institutions**

**7. If you could name a few, what would you say is the biggest disadvantages/risks of social media for businesses/universities?**

The social world unfortunately have many people who are out to be malicious online, who are out solely to damage business, and will react negatively through posts on everything they see. They will always look at how they can misuse something.

Social media's other side is the negative aspect that employees can cause to a business.

**8. What type of actions on social media can get institutions in trouble with the law and what is the most common laws broken on social media by employees, clients/people in general**

I think copy right rules are one thing that institutions or social media administrators can break easily. Then, also, the posting of things that other people can regard as offensive, or damaging the brand image of the institutions.

Things that was never in the past seen or heard of is now posted online, and once its online it is there forever and people can rip you apart if it is there first.

I think in many cases it's not just the law that employees break but the time they steal from the organisation because they use social media in working hours for long hours. And it is difficult to block because the people just go onto their cell phones or tablets to do their social media. Many organisations do open social media to their

staff now because now at least they can monitor it and manage the staff from there in terms of how much or long they were on it.

Then other things employees do is to make negative comments about their place of work without realising that other people can see those comments and bring it back to them working there or the place that they work at.

**9. Should employees be allowed to use social media such as Facebook during working hours? Why or why not? Does it depend on the type of organisation and role? (What about social media on cell phones)(We know that employees can brake laws on social media) What is the best way to control/monitor a business's/university employees using social media at work and afterhours?**

The company needs to monitor employees on what type of sites they go onto. Pornography sites and sites that can cause security risks to the company needs to be monitored and blocked by the companies and in many cases this include social media.

#### **Avoiding/monitoring disadvantages and risks with social media**

**10. What would you say is the best way to mitigate the disadvantages and risks of social media to businesses and Universities?**

There should be a policy that the employees are aware off, it does not help if there is a policy somewhere in the cupboard that no one knows about, and then only taking it out if someone misbehaves. There should be a policy that is easily understandable and not too lengthy. I've seen companies with lengthy policy documents and the staff is normally not willing to read through them.

Such policies should be clearly understandable and indicate that it is not policing, but rather control or management. So it is important to have a policy in place to act against the people who act badly and use social media for other purposes.

People can sometimes post political or religion or even pornography images on their social media accounts and if it is in your work time you can't keep yourself busy with unlawful activities or unethical behaviour, then you need to be acted against.

**11. What is the best way to control clients at a business / students at a university to use social media in a responsible way?**

It is difficult as a University because you have the students who feel you have to keep them happy but the university also feels that the students need to keep them happy. The only thing you can do there is to give basic education or guidelines along with a policy.

You can't tell a person you should have done this or you were not allowed to do that and he was not taught or learned not to do it. Many students don't understand the dangers, and how easily readable their comments on social media are.

**Social Media Policies**

**12. Do you think it is important for businesses/universities to have social media policies and why?**

Definitely, to protect the institutions, but also in order to protect the staff.

**13. Do you think social media policies and guidelines will change with the development of social media technology?**

Yes, of course.

**14. Do you have any experience in social media policies? Can you advise on social media policy frameworks that would be necessary to govern businesses in the use of social media.**

Depending on the type of organisation, it should have ethical aspects in it. From a marketing perspective it should also indicate in which way the institutions are going to market themselves.

Do you think one must have a policy for staff and students?

Yes, for marketing and staff and students each on should have their separate section which the policy speaks to. The marketing would, for example, have more access to certain things than the students or general staff.

**15. Do you have any advice on how to create policies that encourage the use of social media technologies (maximise the advantages) and at the same time**



**mitigating the risk as far as possible. (How should organisations approach social media policy development)**

I think one should get expert advice when writing policies and then also get legal advice.

**16. In big organisations, who would you say should be involved in developing social media policies, and on what authority level?**

As a university, the student council, human resources, people from senior management, marketing and I think also you need to get general staff and students who use social media every day.

One might need to hold focus group meetings before implementing such a policy to get a variety of opinions.

**17. What type of barriers do companies experience when developing social media policies for their businesses?**

There might be a few legal things; you won't just get a generic template that you can use. One would need to amend the template that suits your institution's needs.

**18. How can institutions protect themselves and their clients against cybercrime? What cyber security measures, tools, and approaches are necessary to ensure business/University, and individual security?**

I don't have the technical experience but all I can say is that your social media profiles as a business need to be monitored. Business need to monitor themselves as best as possible.

**19. Do you have any advice on how institutions should ensure the privacy of individuals, particularly when data may not be owned by institutions?**

It is the responsibility of the user; if he wants to post a photo of himself on a company's page you can't expect the company to stop it.

One can perhaps just have a policy to protect yourself to tell people that if they post something on your social media profiles it is at their own risk.

**20. With the rise in popularity of SM and it being a public platform, how would a business/university build social and community trust using social media?**

Make a hundred per cent sure that everything that goes out is controlled and monitored before it goes out to the outside world. If you use an outside person or company to manage your social media then you need to have trust in that company to build your brand wisely.

Yes, you can't take the risk to post things that are politically or religiously driven on social media if you are a big institution, because you might win one person but lose 10 others.

## **Appendix E: Transcribed Interview Four**

### **Growth/impact of social media on institutions**

**1. How relevant or important is social media for institutions today? (Success of business) (Do business need social media)**

You can't go without social media, you can't stop it, and everyone is using it. It's not just about marketing, it about feedback and much more.

**2. Will the significance or importance of social media increase for institutions? (Be worth investing time in.) Should they need to acquire more staff and resources for social media? (time and resources spend on social media.)**

It is going to get more important especially in South Africa where more people is getting connected and getting access to the Internet.

I think social media is like the cell phone now, it's not going to go away, and it's a commodity now. Everyone is using it and it will only standardise and become something that you have to use.

**3. How important would you say it is for business to keep up to date with the latest developments and trends of social media? (What will happen if they don't)**

Trends could come and go, so it would be more important to focus on the platforms that your target market is using. It is important for them to have presence on the social media platforms that your audience are speaking.

**4. If you could name a few advantages, what would you say is the biggest advantages of social media for businesses/universities?**

Its ease of use must be one of its biggest advantages, even if you only have a website where people can just comment. Its especially advantageous because it allows people to give feedback and that feedback is valuable for the institutions.

It is crucial as an institution to communicate but it is now easy for people to communicate back to the institutions.

It's also cheap.

**5. How would you say marketing behaviour have changed in businesses due to social media? (Marketing spend)(Marketing mediums)**

Marketing has become much more personal, it now allows you to personally speak or engage with a company. Social media gives a feeling to the user of being more equal to the company because of the personal interaction that you can have.

**Disadvantages/risks of social media for institutions**

**6. If you could name a few, what would you say is the biggest disadvantages/risks of social media for businesses/universities?**

Owing to its ease of use someone can then easily cause damage to a brand's image or even to someone's personal image, which affect your reputation. The big problem with this is that it doesn't even have to be the truth, and to make it even worse it can spread quickly over the Internet and cause big damage, even if you can prove the opposite at a later stage, then it is too late.

People can cause huge damage and it is difficult to control that damage; institutions can always react fast enough to stop the damage, even it is not the truth.

People also sometimes use fake profiles and hide behind these profiles to cause damage.

### **7. What type of actions on social media can get institutions in trouble with the law? What is the most common laws broken on social media by employees, clients/people in general**

For the University, it especially needs to be careful of copyright infringements, because there are so many things created at a University. The same goes for newspapers that write many things, especially when you write for a person who is paying you; then the writing belongs to the person who has paid you.

People can easily share things or photos or even patent rights which have copy right protection on it. Then also false advertising, were you create an image or perception which is untrue and false.

From an employee perspective, people see social media as a normal conversation and can easily commit defamation over social media or intrude on someone's human rights. Further, I think staff can also easily share intellectual property or confidential information that they don't realise is confidential or that belongs to the institution they work at over social media.

Another thing is perhaps like a security issue, for example a photo that's taken where someone can maybe see how a lock works or code. Most people might not realise that it could be a security risk.

People must understand that if they won't put something on billboards for all too see then they must not post it online over social media. Some people think they got their privacy settings and it's their own private thing but they don't understand that everyone can see it or even maybe share it.

I often see journalists on their private profiles saying that these are their own views, but they might as well leave it out because everyone knows that you work at that specific company.

**8. Should employees be allowed to use social media such as Facebook during working hours? Why or why not? Does it depend on the type of organisation and role? (What about social media on cell phones)(We know that employees can break laws on social media) What is the best way to control/monitor a business's/university's employees using social media at work and after hours?**

Social media can be accessed over your private cell phone so it makes it difficult for companies to stop their employees from using it. Companies in any case make their staff mad if they implement such rules because they make them feel that they can't be trusted or they won't do their work. It can make employees feel like a child if you switch social media off during their working hours.

The only way you can maybe control it is by educating people, and also not to make too many rules, because then people can feel what gives you the right to tell me what to do on social media. Rather educate them about what can go wrong, don't just say you are not allowed. Rather explain that it can cause damage to the company and in turn their job can be in danger.

#### **Avoiding/monitoring disadvantages and risks with social media**

**9. What would you say is the best way to mitigate the disadvantages and risks of social media to businesses and universities?**

I think once again it is to educate people, you can make a lot of rules, but there will always be a loose cannon that does not care and who will say anything that will cause damage to your reputation or brand. At a University it could be more difficult because it has a stream of students but with staff it is easier because they stay a bit longer and they have an interest in the place as they get a salary from the University. With students it is more difficult because they feel they are a client of the University, as they pay the university to study there, so they feel they are allowed to criticise the university. Obviously people are allowed to criticise and this would hopefully help the

organisation to do their work better. But everyone must somehow be taught how to use social media responsibly, almost like when you are young and are learned the safety rules of how to cross a road. That unfortunately goes further than policy but something that must be put in place at school level already.

That revelation would be difficult for an institution so all you can do is perhaps to have a policy or rules in place, and maybe offer workshops to your staff on the dangers of social media.

The problem is that the average staff member in a big organisation doesn't know half of the policies that exist in the organisation, especially if you don't work with the policies directly. So it does not help to just give a paper with a policy on it to someone, it won't help just to send out an email to everyone or if they are employed let them sign for the policy as they might not even have read it. And with social media it is important that everyone know the policy. With other policies like finance policies it is only necessary that the people who work with it know it, but with social media everyone should know it.

It is like the plagiarism policy, nobody really knows what the policy says. So, people or students need to be educated in the policy as it affects all of them.

**10. What is the best way to control clients at a business / students at an university too use social media in a responsible way?**

Answered above.

### **Social Media Policies**

**11. Do you think it is important for businesses/universities to have social media policies and why?**

You need to have one as an institution, you cannot ignore it because social media is not going to go away, but you can also not have too many rules, otherwise you just make it worse. So somewhere you need to find a balance between using it to your advantage and managing it, so you need it.

**12. Do you think social media policies and guidelines will change with the development of social media technology?**

It's like with anything in technology. First it was just Facebook, and now it's twitter text, every platform that's developed works in a different way which needs its own rules for that platform. It could be difficult because you can have a social media policy that's standard for social media in general, but somewhere someone is going to discover something new, and then you have to decide whether it is social media. For example, if you take What's App, its private and you can also message to many people as on a public platform, but how do you control it if it is my private cell phone. Companies need to remain on their toes in order to keep up to date with the latest developments.

**13. Do you have any experience in social media policies? Can you advise on social media policy frameworks that would be necessary to govern businesses in the use of social media.**

There are certain things that have to be in there because it is law; for example the under 18 child act which is a land act. Then there are these grey areas where ethical codes come into play that can go either side. So for any policy there will be a part that is strict and not allowed, due to being law, like intellectual property for example. Then the second part could be like at the University that has a behaviour code, which you signed when you started working, and can include all relevant things that staff are not allowed to do, for example on the institution equipment, but then they can easily turn around and say it was on their private cell phones.

The first part is easy, but the second part would be difficult. It might be best to include a few, and test how the people react to them, and then take it out or put others in. It's not something that's going to happen overnight.

**14. Do you have any advice on how to create policies that encourage the use of social media technologies (maximise the advantages) and at the same time mitigating the risk as far as possible. (How should organisations approach social media policy development)**

There are so many wonderful things, so if everyone working at the university says something positive about the university it can have an enormous effect, because

each person has their own followers. So you need to use the power of networking in social media as a business.

But with much power there also are many disadvantages. I think one also needs to be careful that you don't just focus on what can go wrong when you write a policy. You must also focus on (almost like a mind game) (make a campaign almost to encourage the people to tweet or post something good about the campus, for example) encouraging people to say positive things and not just focus on what they are not allowed to do. People must be encouraged in such a way that they don't even realise it so that the positive almost overshadows the negative things.

**15. In big organisations, who would you say should be involved in developing social media policies, and on what authority level?**

On the same level as where code of ethics, for example, are done. You cannot only have people at top management involved because everyone can say something on social media, so you would need a relatively wide variety of interest groups involved. Then you also would need a lawyer involved to help with the legal aspects, and then also people that understand social media, like the marketers for example; and then just general users.

My experience is to first make the policy with two or three people so that you have something to work with, and then test it with a variety of groups of people.

**16. What type of barriers do companies experience when developing social media policies for their businesses?**

I think with the implementation of policies people can feel that you are taking away from me, because this is my cell phone so it feels like a right might be taken away from you. The first thing is to convey it in such a way that people don't feel it is rules that you may and may not do.

A possible barrier could be maybe where you start with it, on what level for example.

Institutions often also need more than one policy; you need one for the students, for example, and then also one for the staff.



**17. How can institutions protect themselves and their clients against cybercrime? What cyber security measures, tools, and approaches are necessary to ensure business/university, and individual security?**

To maybe train people on how to make a verified account, so that it can't be faked so that followers know this is the official account.

**18. Do you have any advice on how institutions should ensure the privacy of individuals, particularly when data may not be owned by institutions?**

It comes back to the education; people need to know that they need to be careful off.

From an institution's side you can maybe say: don't send us your private information over social media.

**19. With the rise in popularity of SM and it being a public platform, how would a business/university build social and community trust using social media?**

It can be difficult, especially to be truly neutral when posting or writing. People can always perceive it to be one-sided for certain words only have a negative connotation, doesn't matter how you say it with the best of intentions within the rules.

**20. Last comments?**

You just need to make a policy SO that there is something, so that you are protected, and then from there on it is about trial and error. Social media changes so quickly so almost with every incident you need to adjust the policy and meet regularly to update the policies.

The problem from the institution's point of view is that it is always reactive; you can only react after the incident has occurred, and then it spreads quickly so the damage is already done. So it is difficult to be proactive as you can't restrict the people to not say something.

The answer to this conundrum may be to kill them with kindness; you need to post more things positive than negative things on your profile, overwhelm your profile with positive things. Or it comes down to how you react to negative things.

## Appendix F: Transcribed Interview Five

### Growth/impact of social media on institutions

**1. How relevant or important is social media for institutions today? (Success of business) (Do business need social media)**

Yes, I do think so.

**2. Will the significance or importance of social media increase for institutions? (Be worth investing time in)**

I define social media more as digital media, social media to me is just one element, the idea of digital media is growing but social media not necessarily. I think it is possible that Facebook, twitter etc won't exist in 5 to 6 years time, so it is more relevant that companies concentrate on digital media.

**3. Would they need to acquire more staff and resources for social media? (Time and resources spend on social media)**

Yes, definitely.

**4. How important would you say it is for business to keep up to date with the latest developments and trends of social media? (What will happen if they don't)**

It depends on who your target market is, what your product and type of organisation is. Your target market and product will decide which type of social media platform you use. I don't think people do enough research to see where their target market is, they think that the cool thing is to be on Facebook so we have to be on Facebook, but if your target market is not on Facebook it is worth nothing and you are actually alienating your customers.

**5. If you could name a few advantages, what would you say is the biggest advantages of social media for businesses/universities?**

To me one of the biggest advantages is that you can get feedback from your clients or from the public, which is immediate, whether it is positive or negative. You can

test the market with new ideas and products and you can do research to see how many people visit your social media pages and engage with your brand. So it is a nice research tool as well.

**6. How would you say marketing behaviour have changed in businesses owing to social media? (Marketing spend)(Marketing mediums)**

Yes, it did, the word of mouth element of social media is much bigger than people realise. If you see someone likes a specific product then you might also consider buying it.

I also read that business must be careful to rate how successful there marketing is based on the number of likes they get because people might have liked your page initially but then at a later stage hide all posts from your page and you won't know it.

One must see how many people at the end really engage with your brand.

**Disadvantages/risks of social media for institutions**

**7. If you could name a few, what would you say is the biggest disadvantages/risks of social media for businesses/Universities?**

I think people don't realise that the rules that count in society is the same on social media. For example, the attacks that goes on between people that say ugly and negative things don't realise that it can have implications. For example, people may say ugly things about a company but don't realise that the company can then legally prosecute them for slander or something like that and the people don't just realise the implications of it.

**8. What type of actions on social media can get institutions in trouble with the law?**

I comes down to if you won't do something in person then you should not do it online. So as an institution you can't do something like intimidate people on social media. Or if there is a law that says you can't slander someone then you can't do it online. Or if it says you can't undermine a competitor then you can't do it online.

## **9. What is the most common laws broken on social media by employees, clients/people in general**

I think awareness creation is a big thing on which companies should work and just as I won't go and put an advert in a newspaper saying something negative about my company, it comes down to the same because people can share it or like it. So awareness creation is vital for your staff to understand the consequences if they do something wrong. I think threatening employees will only make the situation worse, compared to just making them aware. Then also monitoring is important and finding out why people say something about your company.

Does the same principal hold for students?

Yes, definitely. Students won't always say something to you in person but for some reason they think it is safer to say it on social media, and they don't realise there could be consequences.

It boils down a great deal to knowledge of social media?

Yes, there is an example in England with two boxers who had a go at each other. After the one lost he tweeted the address of the other boxer and encouraged his followers to go to the address and harm the other boxer. What is interesting is that not only did the boxer get into trouble for posting the other boxers physical address, but also all the people that re-tweeted the address got arrested by the police because you are not allowed to put someone else's address online. So you are just as guilty even if you re-tweeted compared to the person who put up the post originally.

**10. Should employees be allowed to use Social media like Facebook during working hours? Why or why not? Does it depend on the type of organisation and role? (What about social media on cell phones)(We know that employees can break laws on social media) What is the best way to control/monitor a business's/university's employees using social media at work and after-hours?**

I think it depends on the organisation. If you are not allowed to use your cell phone at work then people can't access it. But I don't think people should be able to go onto social media on their work stations and work data.

Why not?

Because it is firstly a misuse of the company's time and resources that the employee gets paid for, when they are suppose to work.

Although I think it gets more difficult with the younger generation as social media is like breathing to them almost.

But then, how do you monitor them?

I think it depends on the culture of the organisation, if they allow the staff to use their personal cell phones during working hours then they can go onto social media but if they don't allow them then they can't access it. I know for example that in hospitals they are strict and you not allowed to use your cell phones at all, they must actually lock up their cell phones, so those people don't have the opportunity to go onto their cell phones. If they get caught with a private call or cell phone in working hours they are fined.

### **Avoiding/monitoring disadvantages and risks with social media**

#### **11. What would you say is the best way to mitigate the disadvantages and risks of social media to businesses and Universities?**

I think education is crucial. I've a colleague in Singapore who has written a social media curriculum about the dangers of social media which is going to be implemented at school level so by the time they get to work they know of the dangers and how to use social media in a responsible way. I think that is an interesting route to go because the earlier you teach people about the mays and may not's of social media the better and the less people will do something wrong. People need to know about what they cannot do on social media Justas is the case with

any other laws, such as that you are not allowed to drink on the street, for example. People need to know that there are consequences.

**12. What is the best way to control clients at a business / students at a university to use social media in a responsible way?**

I think business should react as quickly as possible and react in as positive a manner as possible, to try and change the negative aspect to a positive one as quickly as possible.

A lot of the time it is because of a lack of information or knowledge that people criticise or post negative comments. So if companies react quickly it can actually add value if people see how the business reacted and sorted out the issue. Especially big business should have permanent people that monitor social media for negative comments in order to react as quickly as possible.

Companies must also remember to react on positive posts as well, and not just on negative comments.

**Social Media Policies**

**13. Do you think it is important for businesses/universities to have social media policies and why?**

Yes, definitely.

**14. Do you think social media policies and guidelines will change with the development of social media technology?**

Yes, definitely.

**15. Do you have any experience in social media policies? Can you advise on social media policy frameworks that would be necessary to govern businesses in the use of social media.**

The company should know that its type of target market, products and services will dictate the type of policy. For example, a sports brand and a university policy would be different.

You can't just work off a template; you need to adjust it to your company's needs.

Other things like that there can be consequences if you badmouth your company.

Then also the consequences must be implemented so that people realise that the company do act against people who violate the policy. The policy should not keep people from freedom of speech but staff must realise that in working hours they can't say anything they like and not get into trouble.

**16. Do you have any advice on how to create policies that encourage the use of social media technologies (maximise the advantages) and at the same time mitigating the risk as far as possible. (How should organisations approach social media policy development)**

It depends on how the people feel at the company they work at. You can have the best social media policy in place but if people don't like the place they work at they are going to either tell a friend or they are going to post it on social media. So I think it comes down to the fact that the environment that the person works at must keep the person from feeling negative.

There are many variables to the question?

It comes down to the company culture and manager and the environment that they create.

**17. In big organisations, who would you say should be involved in developing social media policies, and on what authority level?**

I think on all levels, from the cleaners to the top management; people who work with social media every day.

**18. What type of barriers do companies experience when developing social media policies for their businesses?**

People that feel that their freedom of speech have been taken away from them and that they might feel that you can't tell them what they are not allowed to do on social media.

**19. How can institutions protect themselves and their clients against cybercrime? What cyber security measures, tools, and approaches are necessary to ensure business/university, and individual security?**

Not sure, I think you will need to get an expert for it.

**20. Do you have any advice on how institutions should ensure the privacy of individuals, particularly when data may not be owned by institutions?**

I think it depends on how you communicate with your target audience. Make them aware that they should not post private information on your site.

**21. With the rise in popularity of SM and it being a public platform, how would a business/university build social and community trust using social media?**

I think it comes down to the reputation of the company and the type of company. The culture of the company will depend. If you take Woolworth's, that had a few bad incidents and was hit badly for it by the public, but they survived it owing to their good quality.

What I think is important is that companies should make social media policies part of their induction process, and also in the contract that the person signs or the code of conduct must include the social media policies and the people must be aware of it as well as the consequences of it.

Policies should be a lot more open and people must be aware of it.

Do you think there should be different policies for staff and students?

Yes, there must be different policies for both the students and polices. You don't want students to slander you on your social media profiles so they need their own policy.

Do you think education is important along with the policy?

Yes definitely. I think people appreciate workshops on social media and being educated, their mouths normally hangs open when they realise what the consequences could be of social media.



## Appendix G: Transcribed Interview Six

### Growth/impact of social media on institutions

**1. How relevant or important is social media for institutions today? (Success of business) (Do business need social media)**

I think it is very relevant and important if you think that there is over a billion users of social media. It is not always a question of if it is relevant but rather how you use it. One can use it to your own disadvantage as well.

**2. Will the significance or importance of social media increase for institutions? (Be worth investing time in)**

Yes, definitely. It has changed how marketing is done, it has changed that marketing such as brochures and billboards are now being done online, and not in newspapers etc. Everything is getting digital.

**3. Would they need to acquire more staff and resources for social media? (time and resources spend on Social media)**

Yes, definitely.

**4. How important would you say it is for business to keep up to date with the latest developments and trends of social media? (What will happen if they don't)**

Yes for sure, technology changes quickly. Trends are changing quicker than in the past. I think there are a lot of platforms for example that is available to companies that they don't even know about. Take Four Square, for example; Facebook is not the only social media platform available. Many people, for example, today are using Twitter and not Facebook anymore.

**5. If you could name a few advantages, what would you say is the biggest advantages of social media for businesses/universities?**

I think it is important that people realise what a social media platform is. It is not like a newspaper where you can place an add and forget about it. Social media is interactive and companies need to respond to their clients. It's interactive and

companies can listen to their clients' needs; you can ask questions of your clients and learn more about your products and services from your client's perspectives.

You can find out if your clients are happy or unhappy with your service. If you should do the same research in another way it could cost you thousands of rands.

It makes it a cost effective way to find things out and if people would like your products.

Awareness for business is also fantastic on social media, especially due to its accessibility on cell phones. We often forget to mention that in newspapers where a number of maybe 30 000 copies are distributed not everyone reading it is interested in a car advert, for example, but with social media or digital marketing you are going to read what you are interested in. So if you post or share something that I am interested in then I will read it. You penetrate your target market more accurately, you might only get 10 000 people but all of them might want your product.

#### **6. How would you say marketing behaviour have changed in businesses due to social media? (Marketing spend)(Marketing mediums)**

I think it has changed a lot, it is more cost effective, you can talk to a market that are more interested in your product or service, you reach them much easier. Social media is also more where the vibe is, meaning that if there is a big event you know there would be a Facebook page that shows the event and you will find people talking about it on social media. People don't call the offices anymore, the first thing they do in many cases is to go look onto Facebook and type in the event name like Vryfees for example, and you will maybe get more than one page. For example Bloemfontein events, Vryfees themselves, the University, all of them could be talking about it.

Target market is much more specific?

Marketing has changed a lot also in the sense that a few years ago business said to you: here is my product at this price; the business didn't care if you wanted to know it and if you are interested in their product. Now, however, with social media if you say this is my product and price people can say back this is a nice product and is value for money, or people can say it is a good product, value for money but your service

is pathetic. It is now a more of a two-way interaction, which is crucial. You can't mislead people anymore that easily on social media, if you try and mislead people you will find 12 people complaining about it on social media, and that changes marketing behaviour.

Another big thing about social media is that it is real time; you need to react now, and not tomorrow. Companies don't realise that that it is not like old advertising any more, where you placed an advert and only had to be ready to deliver the service tomorrow or later. If you do an advert on social media, people are going to ask you now if you have stock, if you can deliver the service, where are you, can you get it? Then you need to be ready.

### **Disadvantages/risks of social media for institutions**

#### **7. If you could name a few, what would you say is the biggest disadvantages/risks of social media for businesses/universities?**

One of the disadvantages is that if you don't deliver a good service people will know about it through social media. If you don't have a good product, people can tell you that it is not a good product and advise you to buy other products instead. It' become much more competitive. You can't think that you can put up any mark-up as you like; people will find out about it on social media and will look for value for money online.

The other disadvantage is if there are no policies in place of what staff is allowed to do and not allowed to do on social media, it could harm your business. Even from an aspect of getting employed, companies can look at your social media profile and if they don't like what they see they can dismiss you even before your interview.

Then there also are risks of security, theft of information, people can see what you do, and give away the element of surprise. From a business perspective you can have a policy where you tell your customers that they must not put personal information on your sites.

#### **8. What type of actions on social media can get institutions in trouble with the law?**

Copy right is a big problem, we know that a good photo can make your site a lot better, but now people go onto Google and copy photos there without getting permission. If it gets picked up companies can get into big trouble. I think your bigger companies are more careful when it comes to coping illegally, the problem is more with the smaller companies that do not have the money.

Content copying on Google is also something that people are not aware of but it has to do more with websites, where if you get reported at Google for copying content Google blocks all searches to your website which could cost you dearly if you market and sell products online.

### **9. What is the most common laws broken on social media by employees, clients/people in general**

There are many laws, but many people and business don't know the law, which is the bigger problem. People can also easily go and say something bad about their own company on social media but people and companies should have policies in place to prevent it from happening. Racial comments are also another thing which many people do or comment on and they think they can but don't realise that it is against the law. They think that it is freedom of speech, but freedom of speech is welcomed but only up to the point where the law permits. Racial slander is not legal. Especially the younger generation think they can rant and swear at someone else on social media and don't realise they can end up in court.

### **10. Should employees be allowed to use social media such as Facebook during working hours? Why or why not? Does it depend on the type of organisation and role? (What about social media on cell phones)(We know that employees can brake laws on social media) What is the best way to control/monitor a business's/university's employees using social media at work and afterhours?**

It depends on the industry. One is possible and the other one not. I believe that social media should not be allowed in working hours, it will take away from the employee's productivity. You can't for example sit in a court and play with your cell phone. Examples I have of what other companies do is one company in the insurance industry that has blocked social media during working hours, but in tea or

lunch breaks they open the Internet for social media platforms to be viewed and then all employees can check their social media. There is a few advantages too this, if you block employees completely they will anyway do it secretly, but if you allow them access during certain periods the employee might feel that the company is willing to walk with me, so when I work, I work but when I break I can access my social media without doing something wrong or have someone looking over my shoulder. Thist is a win-win situation for the company and employees.

Then companies need to realise that there need to be policies, so that they can tell employees what they can and cannot do on social media. Companies should also not in their policies block the employees and say that they can't say anything about the company on social media. They must utilise the power of social media and tell employees that they can post positive things about the company.

The best thing about it is that it is cost effective, so if, for example, you post something about an event at a company, then all your friends are going to see it, and if they react on it their friends can also see it. This helps to create awareness of the event or company. Another example is if I give you a reference of someone that bought a product that sits in America, compared to your friend who references the product to you, whose advice are you going to take?

Business needs to realise that social media is a networking platform, with many friends, acquaintances etc. This social media is a trustworthy source for business products and services which is a lot more cost effective then a newspaper, for example.

### **Avoiding/monitoring disadvantages and risks with social media**

#### **11. What would you say is the best way to mitigate the disadvantages and risks of social media to businesses and Universities?**

It comes down to policies; business needs to have policies in place. Business should just approach it by going to their staff and saying that they need to use social media advantages but how can they do it without the risks, get the input from the employees and they will help you with the policy.

**12. What is the best way to control clients at a business / students at a university to use social media in a responsible way?**

I don't think a policy is going to help you if thousands of students or clients go onto social media and badmouth you, then it is most probably because you did something wrong. If you have good business ethics and honesty, then people won't spiral out of control on your social media. Although you still need to protect yourself as a business by having policies in place for the students to tell them what they are and are not allowed to say on social media when studying at the University.

Social media has brought out some honesty in business; you can't get away with misleading people that easily anymore on social media.

**Social Media Policies**

**13. Do you think it is important for businesses/universities to have social media policies and why?**

Yes, definitely. It needed so that the people who work at a specific institution as rules and guidelines of what they can and cannot do. If the policy is not in place you can't discipline your staff if they did something wrong on social media.

**14. Do you think social media policies and guidelines will change with the development of social media technology?**

Yes, definitely. To add on to this question a bit, social media managers today have become crucial. They need to know what is going on in marketing, finances etc., Business realise that they actually need to know what's going on in all aspects of their business.

Universities don't yet offer social media training, I did my social media training in Canada and we need to give social media managers more power in South Africa.

**15. Do you have any experience in social media policies? Can you advice on social media policy frameworks that would be necessary to govern businesses in the use of social media.**

The how, when and where employees are allowed to use social media should be in the policy. It comes down to the image of the company, if he is at work or not. An employee represents the company if he is at home or at work.

**16. Do you have any advice on how to create policies that encourage the use of social media technologies (maximise the advantages) and at the same time mitigating the risk as far as possible. (How should organisations approach social media policy development)**

The biggest thing for me is that an institution must involve their employees in the process. If a company pushes down a policy and the staff doesn't like it then the chances of them implementing it or following it are slim.

**17. In big organisations, who would you say should be involved in developing social media policies, and on what authority level?**

Many people make a mistake; they don't involve the MD's or CEO because they don't have time. I actually motivate that the MD or the head be part of the policy process and that they must have their own social media platforms so that they can understand it. The top management who in the end wants to discipline the staff that betrayed the policy needs to draw up the policy, because they need to understand it. HR is normally not enough; you need finances, marketing, etc, to be involved and the highest person possible. The heads of the department actually need to know what's going on and also run the social media platform. If you take a bank, for example, and a client is struggling with a clerk, and the next moment the manager ask if he can help you then you calm down and are happy with the service. Why should the same not be the case with social media? People want to talk to the heads of the departments and not to the receptionist who normally gets the function of running the social media accounts of the business because she knows how social media works. They are normally the biggest risk because they have the least knowledge of the business, and are now interacting with your clients.

**18. What type of barriers do companies experience when developing social media policies for their businesses?**

The barrier could definitely happen when there are too many role players. I think it would be best if a social media manager writes up the policy and the rest of the

department just advises on it. Or get people that have already done it, or get legal people in to help with the policy.

**19. How can institutions protect themselves and their clients against cybercrime? What cyber security measures, tools, and approaches are necessary to ensure business/University, and individual security?**

You need to protect your brand on the social media platforms by putting your name on all the platforms possible so that other people cannot use your business name.

**20. Do you have any advice on how institutions should ensure the privacy of individuals, particularly when data may not be owned by institutions?**

There is a big debate about it and people don't like the fact that Facebook or Instagram owns their photos after they have posted it online. But they forget that when they signed on they accepted the terms and conditions which says that you give them the right to those photos.

Advice I normally give is that you need to have a landing page, because the landing page belongs to the owner. First put your content on your landing page, and then from their spread it to the social media platforms.

This helps to protect your data; it also helps from a marketing perspective as there is always a link back to your main website.

**21. With the rise in popularity of SM and it being a public platform, how would a business/university build social and community trust using social media?**

It is difficult in the sense that you can't satisfy everyone. Then it comes down to being ethical. People can see if what you say and do are in line. Put up testimonials, that could help to build the community.

People are more informed today, they can Google anything. This means business needs to be more honest and ethical otherwise they can be caught out if they lie about their products and services.

Do you think there must be a different policy for students and staff and administrators?



For big business such as a University there needs to be policies for the different type of roles in the organisation. But smaller business might only need one policy that covers all. It will all depend at the end on the type of business and industry.