Defining social content and social content management: service science perspective

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Article Info

ABSTRACT

Social media enables unlimited open interactions between organisations and customers. Social content resulting from social media interactions are of immense value and could be beneficial to both organisations and customers. Well managed social content could be used as a basis for producing service innovations offered by the organisations. However, the meaning of social content and its definition is not clearly articulated in the literature. This led to an equally limited meaning of social content management. In this regard, this article proposed that the definition of social content and social content management should be developed from the service science perspective. This is necessary to capture the essential facet of social interactions, that of value co-creation. Both definitions are developed through a triangulation process namely, literature review and a series of interviews with experts. With the proposed definition of social content and social content management, it is hoped that it would enhance the understanding of both concepts thus leading to a more effective way of managing social content.

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1. INTRODUCTION

Social media is fast becoming a new way of communication. A recent study reported that users tend to spend between two to five hours per day on social media [1], and use social media for daily activities [2]. It is thus not surprising that social media has now become a new platform for customers to find information compared to newspapers and other mainstream media [1], and to get closer to organisations [3, 4]. Organisations have also adopted social media as a source of information acquisition and tools for engaging with the customers to gain insights on the real needs of the customers. Via social media, customers could openly express their feelings, thus making the platform as the best way to engage with the organisations [3, 5]. Social media also promotes social capital [6]. Open interactions on social media platform between organisations and customers give rise to a plethora of content. The content, which is co-created between organisations and customers, is named as social content. Social content needs to be managed accordingly so that meaningful insights could be obtained from them. These insights could lead to new value offerings and innovative services from the organisations [7-10].

However, the understanding of social content is still unclear, and the definitions for social content is still limited. [11] stated that social content is closely related to collaboration and content sharing within the organisation. Besides that, based on [12], social content is defined as "unstructured data generation through social channels and processes for human use". Social content is derived from enterprise-managed blogs and wikis or through an externally hosted environment such as Facebook and Twitter, that is used for content sharing and collaborating that supports the organisation [12]. Based on the existing definition, it is found that

only the human component and the channel are described, whereby other components could also be considered in the definition of social content.

Apart from the definition of social content, the meaning and discussion on social content management are given less attention in the academic mainstream. The term of social content management was triggered by [13], who defines social content management as "a set of concepts, methodologies and standards that facilitate the production, organisation and retention of social content". Considering that the definition by [13] is micro definition, [7] improved the definition of social content management as "dynamic management of all aspects of social content whether internal or externally that includes data, technology, processes, humans and organisations to create and maintain sustainable value to the organisation". Besides that, [12] stated that social content management is closely related to a system of engagement that involves people and process to deliver valuable content. However, this definition is characterized by the needs of the organisations which need to be aligned to the needs of the customers who are also one of the critical components of social media interaction. Social media also facilitates the value co-creation process between the organisations and the customers. In developing the definition of social content and social content management that consider the value co-creation between organisations and customers, both definitions could be seen through a different point of view namely from the perspective of service science.

Service science is an interdisciplinary field that examines and explains how service systems interact as well as mutually creates value [14]. Service science perspective could highlight the value co-creation, namely the value gained by the organisations and the customers [15-17]. Value co-creation is essential in providing product or services that emphasises on value to both parties [17-19]. This is suitable for the nature of social media that ease the process of value co-creation from the interactions of various actors [20]. Service science puts suitable priority on the concepts of value co-creation which are embodied in the service-dominant logic (SD-L). SD-L is the contrast of "goods-dominant logic", giving attention to the component of service, and its importance in the exchange and competitive level of the organisations against their rival [17]. Social content resulting from social media interaction creates the customer-generated content, which is used by the organisations to improve the quality of services offered by the organisation based on the customers' needs. This is evidenced by the study by [21], that reveals the social content could assist in understanding the main components of customer brand engagement that could foster the intentions of the customer in purchasing the brand. Besides that, a study by [22] reveals that social content could bring the business opportunity to the organisations with the privilege of social media that offers the responsibility and control of content to the customer. With the importance of social content in innovating services of the organisation, thus it is making sense that service science perspective is suitable as a basis to develop the definitions of social content and social content management.

The previous study on service science perspective highlight the elements and factors that should be considered in managing social content. The elements and factors could be a guide in defining the social content and social content management from the perspective of service science. Hence, studies by [9, 10] explained the elements and factors as in Figure 1. From Figure 1, the essential elements in managing social content are "actor", "resource integration", "service exchange", "institution and institutional arrangement" and "service ecosystem". Literature review in service science perspective affirms on actor involvement in service exchange and resource integration [17]. Besides that, the overall process of value co-creation indicates the importance of institutions and institutional arrangements and its execution on a sound environmental ecosystem [17]. Therefore, the definition of social content and social content management based on service science perspective is developed based on the understanding of those concepts.

ELEMENT	Factor	Description
ACTOR Human resource within the organisation and its customers, who are involved in the process of value co-creation in social content management	Participation	Involvement and engagement of human resources while managing social content
	Strategic implication	Main effects resulted from the participation of actors in social content management
RESOURCE INTEGRATION Dynamic component in the application of resources involved in producing value co-creation in social content management	Operant resource	Dynamic resource in social content management that is meant to increase the competitiveness of organisations (referring to the skills, capabilities, knowledge)
	Operand resource	Static resource involved in social content management (such as tools, technology, budget, manpower)
	Integration	Relationship between various sources namely human resources and content assets in social content management
SERVICE EXCHANGE Activities that enable the delivery of content and services based on social content obtained from direct interaction between the organisations and the customers	Content lifecycle	Process of monitoring social content starting from capturing up to the maintaining, to support value co-creation process between organisations and customers
	Service platform	Space of interaction in managing social content to increase the efficiency of service exchange (such as systems)
INSTITUTIONS AND INSTITUTIONAL ARRANGEMENT Mechanisms for governance and coordination in managing social content	Strategy	Planning, measures and methods in the management of social content to meet the needs of the organisations and the customers
	Governance	Administrative routine for controlling the social content management in order to ensure the integrity of the content, which involves various human resources and content assets
	Strategic managerial aspect	Acceptance of the actors to changes in technology, administration and content management methods and the increase in the level of competence of actors
SERVICE ECOSYSTEM	Service ecosystem	Holistic environment that allows the value co-creation process to take place in the social content management

Figure 1. Elements and factors of social content management based on service science perspective
source : [9, 10]

2. METHOD

This study used two methods in developing the definition of social content and social content management based on service science perspective, namely content analysis for the literature review, and text analysis for the interview. For both methods, repeating statements or similar meanings are merged under one code or theme. The steps adopted for literature review is based on [23]. Detailed explanations for each step are as follows:

1. Prepare Raw Data

For a literature review, document search was conducted on the research database, other database, and the appropriate site, by using keywords. Keywords used in this study were "enterprise content management", "social content management", "social media content management" "social media management", "service science", "service-dominant logic", and "DART model". Only documents written in Malay and English were selected in this phase. As a triangulation step towards the results obtained through a literature review, a series of interview sessions were conducted with five informants. The selected informants were from the category of ICT Expert (Information Management) in the Malaysian Public Sector and Public Relation Officer (PRO). Both categories of informants are individual who involves directly in managing social content. The list of informants is shown in Table 1.

Table 1. List of Informants

Informant ID	Position and Experience	Interview Lenght
TA1	His current is the Head of ICT Consultant (ICT Strategic Division). He sits at the top management level, with a total of 36 years of experience. He has the extensive experience as ICT Manager in five organisations, ICT Consultant in Information Management, and ICT Director of the project related to information management and content management.	1 hour
TA2	His current position is ICT Experts in Information Management. He sits at the tactical level of management, with 26 years of experience. He has broad expertise as ICT Managers in four organisations, and Leader for project related to system development, information management and content management.	1 hour
TA3	Her current position is ICT Experts in Information Management. She sits at the operational level of management, with 11 years of experience. She has the vast experience as ICT Executive in three organisations, as well as team members for project related to ICT strategic planning, information management and content management.	1 hour
TA4	Her current position is PRO. She sits at the operational level of management, with 13 years of experience. She has the vast experience as the PRO and team leader for PRO who manage all media channel in the organisation, including social media.	1 hour
TA5	Her current position is PRO. She sits at the operational level of management, with 11 years of experience. She has extensive experience as the PRO in two organisations.	1 hour

2. Step 1: Preparing for data analysis

Involves the preparation of the study material, which includes the activities of, (1) scanning the contents of the selected documents, and (2) manually transcribed the result of interviews.

3. Step 2: Reading data

Involves reading and exploring the study material. For the literature review, document analysis was conducted on the material sought during the "Prepare raw material" phase. For the interviews, text analysis was carried out to transcribe the dialogues collected during Step 1. Text analysis was carried out by examining the dialogue by informants tailored to the results obtained by the content analysis of the literature review.

4. Step 3: Coding data

Involves compiling the data to appropriate fractions. This study used the Tesch eight-step set in [23] for coding the data which is (1) reading the material as a whole and recording the ideas that suit with the needs of the study, (2) selecting a material and reviewing it in detail, (3) listing topics and creating clusters on the same topic, (4) developing the initial code (based on identified topics), (5) identify descriptive words to illustrate identified codes, (6) make final decisions for code, (7) compile data to the preset code, and (8) re-encoding (if necessary). Aside from that, based on [23], there are also issues related to code development, namely (1) code based on a combination of data collected from the material, (2) code based on predetermined code and customized data based on the code, or (3) combine these two coding methods. Hence, this study built the code manually through issue no (1) which is coding data based on the combination of data collected from the collected materials.

5. Step 4: Setting theme and setting description

Involves themes and explanations to themes to justify the theme's needs. Based on [24], the definition of content management should contain "who is involved?" and "how it was done?". Considering the meaning of social content is still unclear, the definition of social content is developed to support the definition of social content management. Development of the definition of social content also refers to [24] tailored to the context of social content. The identified code was categorized into the appropriate theme as in Table 2.

Table 2. Code and Theme for the Definition

Definition	Code	Theme
Social content	Who is involved? How it was done?	Definition
Social content management	Who is involved? How it was done?	Definition

6. Step 5: Interrelating the theme and description

Involves on "how" the themes and explanations were linked.

7. Step 6: Interpreting the meaning of the theme

Involves the interpretation of the results of the study, which is lessons learned in obtaining the data appropriate to the context of the study.

8. The validity of information accuracy [23] also emphasises the accuracy of the information for the validity of the results obtained. Therefore, two strategies were adopted in validating the accuracy of the information in this study namely:

a. Data collection was obtained through a variety of sources, namely literature review and a series of interviews.

b. Peer-review was conducted via research group discussion, and comments from the editor from proceeding and journal publication.

3.   RESULTS AND DISCUSSION

Results and discussion consist of three subsections, namely the generic result and analysis of the dialogue, the definition of social content, and the definition of social content management.

3.1   Generic Result and Analysis of the Dialogue

As stated in Section 1: Introduction, past research in service science perspective giving attention on two perspectives namely (1) actor involvement in service exchange and resource integration, and (2) the overall process of value co-creation expresses the importance of institutions and institutional arrangements and its execution on a sound environmental ecosystem. Therefore, for the definition of social content is according to perspective (1), while the definition of social content management is conforming to perspective (2) to indicate the importance of the overall process. For interview sessions, all informants state their agreement with the "code" and "theme" as in Table 2, namely "Who is involved?" and "How it was done?" for both definitions. Informants provide comment on relevant matters (where appropriate). The dialogue from interviews is transcribed, analysed, and tabulated as in Table 3.

Table 3. Results and Analysis of the Dialogue

Informant ID	Fragment of dialogue	Results and analysis of the dialogue

TA1	Social media involves interaction and engagement between various categories of actors, namely the organisations and the customers.
	
	Social content management involves the management of content from social media platforms that need to be managed by the organisation. For that, all the elements discussed are essential and interconnected to ensure social content is well managed. In addition, social content management should take place in good ecosystems and governance to ensure the continuity of the process of managing the content.
		Social content
		Who is involved?
		Explanation
		  • Actor involvement
		Social content management
		How it was done?
		Explanation
		  • The overall process of managing social content should include institutions and institutional arrangement (which reflect governance) and service ecosystem (which reflect good ecosystem)

TA2	Social media involves interaction and engagement between various categories of human resources. The human resources or actor participate in managing social content are organisations and customers.	Social content Who is involved? Explanation • Actor involvement

TA3	The context of social content should be clear as social content is a type of unstructured content derived from the communication process between the various human resources namely the organisations and the customers on social media platforms. Exchange of services between organisations and customers should take on a good and flexible platform with a user-friendly interface. The appropriate resource also needs in producing social content.	Social content
		How it was done?
		Explanation
		  • Social media is an unstructured content on a social media platform
		  • The engagement needs to produce the service exchange
		  • Social content also requires resource integration

TA4	For innovative services based on direct input from the customers, there are steps to follow that are from content capturing to content retention. Content needs to be managed and analysed to facilitate decision-making regarding services offered to customers. The context of social content should be clear. Namely, social content involves unstructured content that takes place on a social media platform.	Social content
		How it was done?
		Explanation
		  • Social media is an unstructured content on a social media platform
		  • Social content is captured during the service exchange (which refers to content lifecycle process)

TA5	The context of social content should be clear as social content is a type of unstructured content that takes place on social media platforms. Social content management needs to take on good rules and ecosystems.	Social content
		How it was done?
		Explanation
		  • Social media is an unstructured content on a social media platform
		Social content management
		How it was done?
		Explanation
		  • The overall process of managing social content should include institutions and institutional arrangement (which reflect good rules) and service ecosystem (which reflect ecosystem)

3.2 The Definition of Social Content

Table 4 shows the results based on the literature review on service science perspective and current definition of social content in Section 1 Introduction, and interview for the definition of social content in Table 3.

Table 4. Results based on Literature Review and Interview for the Definition of Social Content

Theme	Code	Literature finding as in Section 1: Introduction		Interview finding	Justification
		Service science perspective	Current definition on social content	Informan ID	
Definition	Who is involved?	Actor participation [17]		TA1 TA2	In the service science perspective, the actors involved are service providers (in the context of the study is organisations) and customers. This was agreed during the interview sessions, which stated that social media and the management of social content involves various actors, namely the organisations and the customers.
	How it was done?	Resource integration and service exchange [17]	The type of unstructured content, generate on social media channels, and process for human use [25] Collaboration and sharing [11]	TA3 TA4 TA5	Based on literature review, social media is a type of unstructured content generated on the social media platform. This supports the current definition of social content, "the type of unstructured content". Also, based on interview sessions for "Collaboration and sharing" context, the process should be performed on a social media platform that involves the exchange of services and resource integration. This coincides with a service science perspective that focuses on resource integration and service exchange.

Therefore, based on the explanation in Table 4, this study defines social content as:
"Unstructured content resulted from the active interaction of actors namely organisations and customers on social media platforms through the service exchange and resource integration."

3.3. The Definition of Social Content Management

As stated in Section 1: Introduction, the elements that should be considered in the definition of social content management are "actor", "resource integration", "service exchange", "institutions and institutional arrangement", and "service ecosystem" (see Figure 1). However, the definition of social content considers the element of "actor", "service exchange", and "resource integration". In this study, the term "social content" is embedded in the definition of social content management as a strong factor. In the "management" context, approached by [7] is applied in this study, namely the term "dynamic" in managing social content. Based on the literature review, as stated in subsection 3.1, the whole concept is focusing on institutions and institutional arrangement on a sound environmental ecosystem. Therefore, the definition of social content management follows service science literature. Table 5 shows the results based on the literature review on service science perspective and current definition of social content management (as in Section 1: Introduction), and interview for the definition of social content management (as in Table 3).

Table 5. Results based on Literature Review and Interview for the Definition of Social Content Management

Theme	Code	Literature finding as in Section 1: Introduction		Interview finding	Justification
		Service science perspective	Current definition on social content management	Informan ID	
Definition	Who is involved?	Not included			The term "social content" is included as part of the definition of social content management.
	How it was done?	Institutional and institutional arrangements is facilitating the management process. Besides that, the service ecosystem involves holistic	A set of concepts, methodologies and standards that facilitate the production, organisation and retention of social content [13] A dynamic management of all aspects of social content whether internal or external that includes data, technology, processes, humans and organisations to	TA1 TA5	Based on interview sessions informant also stated the importance of mechanisms to govern the management of social content as well as a holistic and good ecosystem.

view that govern the process [17]	create and maintain sustainable value to the organisation [7]

Therefore, based on the explanation in Table 5, this study defines social content management as: "The dynamics process of social content that is governed by the institutions and institutional arrangement and progress on service ecosystem to produce service innovation."

4.   CONCLUSION

This article develops the definition of social content and social content management based on service perspective to create a deeper understanding of both contexts. Service science perspective is chosen in developing both definitions as a fundamental theory to consider the value co-creation which benefits the organisations and the customers. In this study, social content is defined as "Unstructured content resulted from the active interaction of actors namely organisations and customers on social media platforms through the service exchange and resource integration". Meanwhile, social content management is defined as "The dynamics process of social content that is governed by the institutions and institutional arrangement and progress on service ecosystem to produce service innovation". For future work, the understanding of the definition of social content, social content management, and appropriate elements and factors could form a strategic framework to manage social content.

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