

Social media in BPM - beyond the marketing hype

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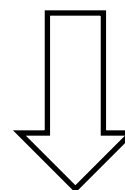
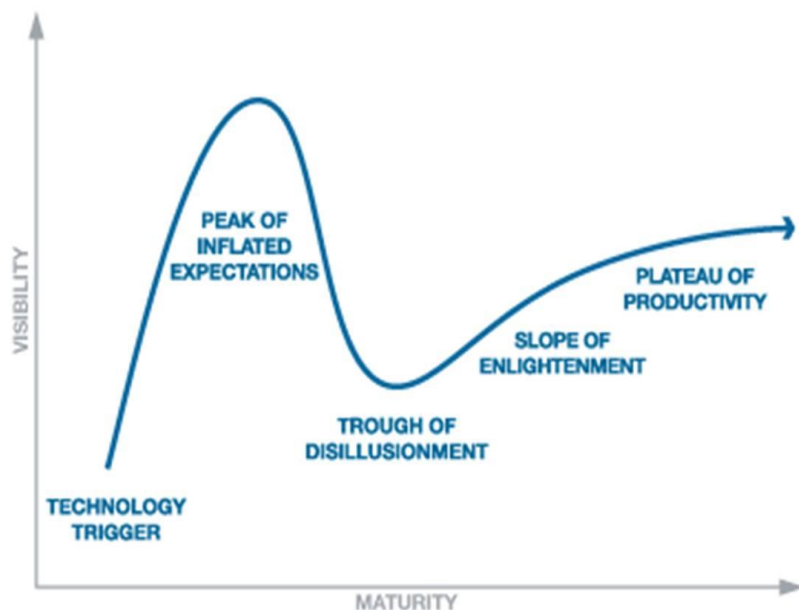
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Social media in organizations

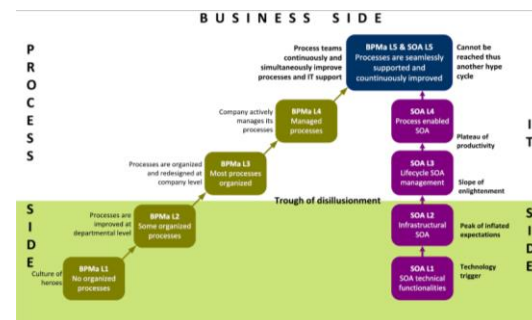
Often companies **adopt technology** or procedures in the **hype** phase just to follow others, but **insufficient planning** and **vague goals** lead to undesirable results, even financial loss (Fenn & Raskino, 2008).



Social media is like teenage sex: everyone talks about it, nobody really knows how to do it, everyone thinks everyone else is doing it, so everyone claims they are doing it

Facts in favor of SM in BPM...

- Already implemented and in use (most companies have SM, but use them (only) for marketing and PR)
- Familiar (not only to the younger work force – everyone knows Facebook)
- Long reach (geographical distance or time zones irrelevant for forming project groups, collaboration and communication)
- Low information pass-on threshold (everyone can (easily) contribute)



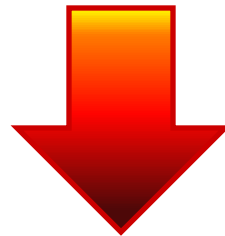
...and against

- „unpredictability“ – rapid development and change (of tools, behavior, etc.)
- Knowledge-sharing risks (see Trkman, DeSouza, 2012)
- Lack of responsiveness
- Dilution of original purpose of SM incorporation (see Trkman, Trkman, 2014)



The conceptual framework

Guideline for organizations considering implementing SM in BPM

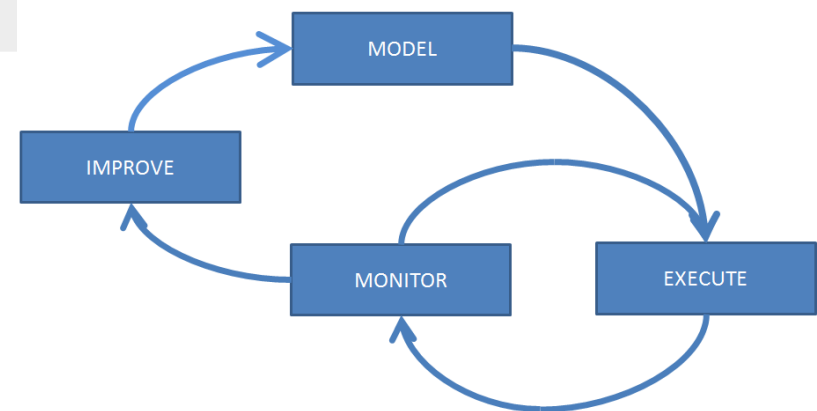


How to use SM for **internal** and **external stakeholder integration** and provide a more **structured approach** to **including SM** in **business process management**.

The framework for studying SM in various BPM lifecycle phases

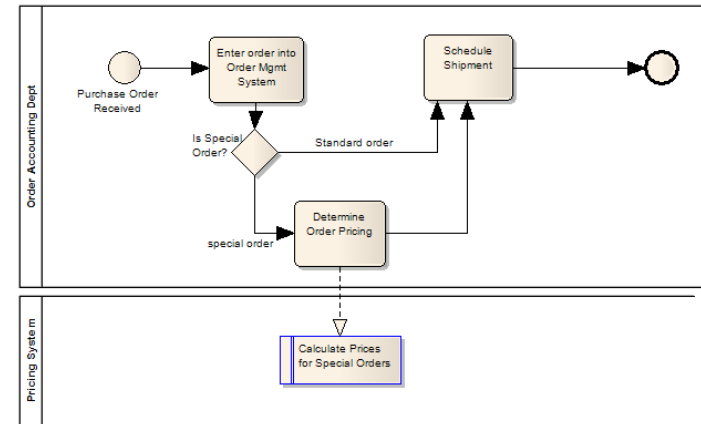
The conceptual framework

	Internal participants	External participants
process modelling phase	Involving the employees in process modeling	gathering data or providing feedback on process models from external stakeholders
process execution phase	supporting employees in process execution	outsourcing process activities or providing users' support during execution.
process monitoring phase	enabling real time visibility and feedback on process performance to employees	enabling real time visibility and feedback on process performance to customers or suppliers
process Improvement phase	gathering and evaluating ideas for process improvement from employees	gathering and evaluating ideas for process improvement from stakeholders



The framework – one BP life-cycle phase at a time

The modeling phase:



- (1) increased awareness regarding process modeling and execution,
- (2) aggregated information (relevant for process modeling by different participants)
- (3) inclusion of more employees (not just a few selected experts in the modeling group)

The framework – one BP life-cycle phase at a time

The execution phase:



- (1) continuous support & connection of all stakeholders (especially for immediate coordination in unexpected situations),
- (2) coordination support for distribution of execution processes among geographically-dispersed co-workers
- (3) outsourcing certain activities in the process (e.g. “open innovation” platforms, for outsourcing the “innovation” process)

The framework – one BP life-cycle phase at a time

The monitoring phase:



- (1) receiving quantitatively measured data and feedback (from all stakeholders of the network)
- (2) sharing the process performance results (with co-workers and customers/end-users alike)

The framework – one BP life-cycle phase at a time

The improvement phase:



- (1) a platform for gathering data (suggestions for process optimization and feedback on those suggestions)
- (2) praise-based rewards for the top contributors of improvement ideas
- (3) statistical analysis of SM data to provide possibilities for process improvement

Conclusion

SM - excellent way of **bridging the gap** between the **well-structured** and **optimized business processes** and the **often changing environment of a digital world**

Provide flexibility by **enabling communication** and **collaboration** among a **wide-spread net** of employees and external stakeholders

The framework – **guideline** for **increasing the likelihood of SM success**

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