Should an Organization’s Strategic and Social Media Orientations Align? A Text Mining Approach

TREO Talk Paper

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Abstract

In the past ten years, the analytics field has grown at an unprecedented rate. As part of this transformation, big data technologies such as Hadoop have come to the heed (Chambers & Dinsmore, 2014). Recently developed social media analytics artifacts have enabled organizations to collect and analyze more data than ever before over these platforms and social media has constituted one of the most prevalent sources of big data. As a result of this growing trend, big data has become a resource that is valuable to an organization’s ability to innovate and compete, and social media innovations have shown potential to change organizations at their core (Blanchard, 2011; Kane, Alavi, Labianca, & Borgatti, 2012). Despite such significant growth, many organizations are still struggling to harness the strategic value (power) of big data. A major challenge remains in ensuring high value and veracity of such data sources (Abbasi, Sarker, & Chiang, 2016) and managing big data as a strategic asset.

This paper intends to show that social media, as a big data resource for organizations, can augment organizational competitiveness if it is strategically aligned with their goals, objectives and vision. In order to achieve this objective, we first examine whether current organizations’ social media activities are derived from the organizations’ goals and values. We further study how the use of social media (and the underlying big data technologies) for external portrayal by organizations is consistent with their strategic orientation. Finally, we discuss how organizations in related industries can gainfully use social media platforms to compete in the marketplace. We combine data from multiple sources, ranging from an organization’s strategy, vision, mission, goals and strategic objectives to its social media activities, to understand the use of social media from a strategic vantage point. We perform text mining to extract patterns and characterize an organization’s social media orientation. We intend to provide insights on big data’s (from social media) value as a strategic asset that can enhance an organization’s ability to maintain competitive advantage.

References