Assessing the Community Manager’s Performance in Tunisia

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Abstract:
This article deals with the sociology of social media and proposes new approaches that could be implemented to solve the problems encountered during the analysis of the Tunisian context.

According to our understanding of research, social networks can support Tunisian businesses to build successful relationships with key stakeholders, especially given their limited resources. We then go on to say that social networks can be a fundamental part of corporate governance and that digital culture is an important part of developing social media presence and not to be neglected in future research.

Although several studies have been conducted on this subject, no study has been specifically devoted to the application of community management to such similar contexts. As a result, this research would be useful to assess the relevance of the issues conceded to community managers by deepening its positive implications.

Keywords: Community Manager, Social networks, Stakeholder, Crisis management,

1. Background:

The notion of network knew in social sciences a growing success since several tens of years. In his book "The sociology of social networks", Pierre Mercklé (2011) explains that "the pioneering work of Jacob Moreno, Stanley Milgram, anthropologists at the Manchester School (John Barnes, Elizabeth Bott ...) or sociologists of Harvard group (Harrison White, Mark Granovetter ...) have brought out a whole set of concepts, models and empirical research, constituting this "sociology of social networks": it is to take as objects of study not the characteristics of individuals (age, gender, occupation, etc.), but the relationships between individuals and the regularities that they present, to describe them, account for their formation, their transformations, and analyze their effects on behavior ". However, this thesis will not focus on the study of the sociology of online social networks, but will focus exclusively on their concrete uses and the consequences of their use in the context of web 2.0.

It will not escape anyone that the figure of the community manager, born there are only five-six years, is initially an integral part of the classification of the communication professions and marketing: it is originally envisaged as a part of the global activity of communication from a company, especially SMEs "using the platforms on the web to make them more efficient communication channels, more personal and above all more profitable ». (Gashi & Knautz, 2016).
Through the prism of the media ombudsman, the social media editor is a kind of mediator 2.0 information, that of the media and social networks, whose mission is no longer limited to that of mediation and representation of the public, but extending to the editorial. It is often more or less tied to the chief editor of digital and can be managed a team of content producers and web journalists. Although being always a sort of ambassador for the online media community he represents, the social media editor also performs work of monitoring, sorting and selection of information, reactions, comments, in order to obtain material to enrich the articles he is going to write on the Net. The most significant cases are the Figaro Vox and Figaro Scan portals of which Marie-Amélie Puttalaz: reactions and comments are truly spine articles and are often the source of future topics. Notepad the media is in a way adapted to the reactions of Internet users. Moreover, every morning, part of the editorial conference is devoted to social media in order to take stock of the articles to be written by the team of journalists during the day (Bailly, 2016). Like any business, public companies rely on social networks to increase brand awareness and communicate on their brand. The ultimate goal is to find new levers for development and to increase the number of readers especially as the economic model of the web remains fragile. This mission is rather the second category of community managers, those who often their ranges in management or communication schools and which, in fact, did not no real connection with journalism. The pressure of the audience requires this category is found in the television and radio sector. This phenomenon of shift from the role of simple community leader to that of customer relationship manager, which presumably also touches the world of information and media, was well observed by Thomas Jammet, a researcher at the University Paris-Est Marne-la-Valée, of which a report was presented on the occasion of the SMC Research Awards in 2013. He considers, in particular, that "behind the conversation is the willingness to perfect the customer relationship "and that it would develop a form of marketing relational: Internet users are redefined as future relays and ambassadors of the mark that it represents. In general, community managers would use the social media to communicate about the brand (Jammet, 2018).

Indeed, the research that we conducted on this subject allowed us to study the sociology of online social networks and to build the methodological apparatus necessary to identify the strategic environment of the Tunisian public company. This equipment has been proven to cope with the crisis in similar businesses in the post revolution context.

Moreover, in this study we will introduce the community management allowed Tunisian stakeholders to have a greater commitment, a more developed motivation and interest in the work, a better understanding of the rule of each other and fewer incidents in solving case problems. These advantages resulting from the absorbing nature of the approach adopted favoring all types of negotiation, consultation and information sharing among stakeholders, or between social partners on issues of common interest relating to economic and social policy.

In the first part of this paper, we will describe the theoretical supports chosen, the community management followed and the findings developed by presenting the results obtained in Tunisian companies relating to a public service area that participated in the crisis management experiment. We then move on to discuss the role of a community manager as important part of firm governance in Tunisia. Finally, we give the main recommendations to foster stakeholder engagement through social media.

Contextualizing incident categories provides a framework that helps community managers address the uncertainty regarding the causes and the stakeholders involved (Seeger et al., 2016). Therefore, understanding the context helps to identify the incident and can consequently guide the actions of community managers. Marcus and Goodman (1991) defined three categories of incident: (a) accidents, (b)
scandals, and (c) product safety and health incidents. Accidents occur unexpectedly and are discrete one-time events. Furthermore, accidents usually have identifiable victims, enabling community managers to focus their incident containment strategy on meeting the needs of that group. Relative to other types of incidents, firms can more easily deny responsibility for an accident. Scandals, however, are disgraceful or unsubstantiated events or communications that compromise the company’s reputation. Incidents stemming from a scandal are difficult for a company to deny because the events are usually the result of misdeeds. In contrast to accidents, the victims of scandals are often more difficult to define, thus making damage control a more challenging task. Then, unlike accidents, a unique or one-time product safety event does not create mass suffering. Rather, it is the recurrence of the issue over an extended time that damages a company’s reputation, brand, and possible financial security. In the case of the Tunisian company, it experienced a revolution on January 14, 2011, which led to economic and social changes in the country (Alhejji, & Garavan, 2016). Following this transition, Tunisian companies operate in an environment of internal conflicts and demands from actors or interest groups. They have been forced to act urgently to cope with crisis. During our study, we observed a large number of incidents in social networks. How can social media help to alleviate this situation? This question is part of the condition of improving uses and practices by social media. The question of the conditions of success of social innovation in professional practices and uses is a fundamental issue for companies. Corporate social media can help community managers create permanent dialogue frameworks between significant stakeholders. The participative, interactive, collective and collaborative platform offered by these media is a framework for social dialogue where speech is free, tensions are expressed by the verb and the positions carried by the interests are displayed for their consideration in final decisions. This new managerial approach redefines a new organizational governance of the institution (Icha & Edwin, 2015).

Indeed, the role of the community manager become an important part of firm governance in Tunisia. However, we did not find an active presence of public companies on the "mainstream" social networks in an official way. Tunisian companies should integrate in the management of their content and their image these social media, and this in particular by bringing out new skills or even new jobs [Community Manager (CM), CDO (Chief Digital Officer)] within their teams. It's no coincidence that Facebook, the most widely used social network in the world with 1.79 billion users in 2016, was born in the Harvard University space in 2004 (Gashi & Knautz, 2016). The company is indeed a catalyst social interaction, exchange of information and co-production of knowledge, activities that also characterize social networks. In the digital age, the global nature and the exponential audience of social media are revolutionizing the way information is produced and exchanged. They fulfill various functions in the organization. Indeed, there is less talk of community management today or management of online communities. The deep crisis that companies are going through the marketing to be to make out customers on the web and, de facto, to behave as any company in the economic sense of the word. In other words, every community managers are caught in a relative co modification of information.

2. Research framework:

We will develop in this section a theoretical framework through which we seek to justify the link between the concepts presented in this study being given that, to our knowledge, there is the first demonstration of the suitability and effectiveness of social set analysis for analyzing big social data from content-driven social media platforms like Facebook for event studies such as unexpected crises and coordinated marketing campaigns.

2.1. The Community Manager:

The government website defines the community manager as a person who "directs an organization in its communication strategy on social media. It is
responsible for guiding and advising the proper use of social media in the different fields of the organization (Ventola, 2014). It is also often called as the web communication manager of the company, as a network facilitator or as a community manager. His tasks are therefore much more communication as journalism: e-reputation, advertising on social networks or still organization of events.

Community management is a form of social and symbolic engineering whose purpose is to develop the interaction and self-production of content on the Internet. Community Management is therefore a form of neo-management that is quick to erase the marks of social control intrinsically linked to managerial norms, in a form of promoting a communicative electronic community that is generous and values the users-members. As the mediator at the time, the position of community manager responded to a need for at a given moment: having to represent an online community larger than that of paper, Internet users, who are "at the same time readers, contributors of moderators" (Be Diaf, 2015) and surround themselves with experts in the field. This is at see as the sign of a strong desire of the editorial teams to integrate the Internet users and their uses in the information production chain (do they really have a choice?). They are now surrounded by trained and increasingly specialized community management and even some of them professionals from the world of marketing and management.

However, it should not be misunderstood: there are two types of community manager.

First, those who have had journalistic training, in a recognized school or not, and / or who practiced or at one time exercised the profession of journalist. It is then more of use to talk about social media editor to avoid amalgams, as Florent Latrive (2000) explains, former editor-in-chief of Libération today delegated to new media in France Culture. This is notably the case of Marie-Amélie Puttalaz, a former journalist at the weekly L’Express became social media manager in the daily Le Figaro. On his official account, she ironically presents herself as "Journalist on Mondays, Moderator Tuesdays, Catlady on Wednesdays. On Sundays, I'm a troll, qualifiers that underline the vagueness of the function and which give a little more credence to the thesis that the community management is now strongly linked to the exercise of the profession of journalist. For her, both functions are compatible and even complementary, as she explains in an interview at the information website Frenchweb.fr (Bailly, 2016).

Indeed, Professor and Researcher at the Massachusetts Institute of Technology (MIT), Nicholas Negroponte already imagined in 1998 in The Digital Man (Trad of Being Digital) "data highways" today similar to what has become the flow of information and "interface agents" able to identify the tastes, needs and moods of people. With the information he would have available, this agent would compose, by reading all the telex, newspapers, news bulletins, a newspaper "that would only exist in one exemplary: let's call it My World ». We are almost there. This kind of prophecy allows widening the debate on a possible generalization in the long term of a web personalized, a sort of à la carte journalism composed exclusively of responding to the interests of the user, where the home pages of news sites adapt according to the information captured by audience measurement software. After all, if you look at Twitter as a full-fledged media outlet, it's already build your own agenda and it could very well be adaptable to news sites (Galibert, 2015).

2.2. The stakeholder:

The term "stakeholder" is most often translated by the word "stake" by bias - although this translation is approximate (Igalens, 2004) - but also by interested party, entitled, custodian. However, care must be exercised when carrying out such a translation exercise to the meaning that the author himself wishes to convey to the term stakeholder and which may differ from one contribution to another. Thus, for example, at Clarkson (1995) "stake" does not mean...
bias or interest, but rather stake, bet, which joins the definition of the term "Stakeholder" given by the Webster's: "One who holds the stake in a game ». Originally, the term Stakeholder is a neologism derived from a play on words with the term "Stockholder" designating the shareholder and allowing the latter to be extended to groups in which the company has a responsibility. Although the term Stakeholder itself appeared in the 1960s and did not really become popular until the 1980s, the origins of the concept of stakeholder are to be found in the 1930s (Mercier & Guinn-Milliot, 2003): at Bearle & Means (1932), first of all, who find early on that leaders are facing social pressure to recognize their responsibilities to all those who may be affected by organizational activities. In Dodd (1932, quoted by Mercier, 2001), then, which postulates that the company must balance the competing interests of the participants in order to maintain their cooperation necessary for the smooth running of the latter and Barnard (1938, quoted by Freeman & Reed, 1983) who argues that the task of the company is to serve the society while that of the leaders is to give the sense of morality to the stakeholders. There is also the notion of stakeholder within the companies of the beginning of the century who seek to identify the main groups involved in their operation and implement practices aimed at cooperation between them. The General Electric Company identified, in the 1930s, four major groups related to it: shareholders, stakeholders, customers and the community (Ballet & de Bry, 2001) to better cope with depression. Sears has the same typology of four major groups for the firm (Mercier & Guinn-Milliot, 2003); while the Johnson & Johnson company, in 1947, establishes a list of "strictly business stakeholders" (Ballet & de Bry, 2001). R. Wood (1950, quoted by Ballet & de Bry, 2001), finally, lists in mid-century the parts that the company must take into account to improve its performance: it is, again, the four groups identified by companies in the 1930s-1940s, that is, shareholders, stakeholders, customers, and the community. These developments make it possible to no longer consider the company as a closed world and to put an end to the company's shareholder vision - according to which only shareholder satisfaction counts - since it is now considered as an entity having relations with its environment in which links are established with and between stakeholders. Thus, financial considerations, if they remain pre-eminent, are no longer the only ones (Kujala, 2001). In this, there is talk of Stakeholders and even a Stakeholder's Theory well before the 1960s, as posited by Freeman (1984) quoted by Cadiou & Morvan (2007).

2.3. Crisis Management:

Since the 1990s, crisis management has gained an increasing importance worldwide. Crisis management, has entered into interest and areas of competence of community managers in the public sector, private sector enterprises as well as disease improvement and organizational continuity. Individuals and institutions in society are constantly faced with various risks and incidents. The smallest incident that is ignored as negligible could be the start of big negativities for business, stakeholders, society and even the country. Therefore, whether big or small, all business organizations since their establishment should analyze any possible risk and take precautions against them (Wooten & James, 2008).

Crisis, widely used in human life, organizations, and state issues, cannot be exactly defined and generally expressed uncertainty. Cockram and Van Den Heuvel (2012) emphasizes the confusion of concepts by reviewing the work done by many scholars and institutions who are interested in crisis. In Webster's Dictionary crisis, turning point for better or worse situation, defined by the narrow perspective as to reach a critical stage of the condition. Seeger, Sellnow and Ulmer (2016), a more comprehensive and in terms of an institutional point of view the perceived threat of the primary goals of an organization and a high level of uncertainty created specifically as describing the series of crises and unexpected events or non-routine events.
3. Research questions and hypotheses:

This research that we conducted on this subject allowed us to build the methodological apparatus necessary to identify the strategic environment of the Tunisian company. This equipment has been proven to cope with the crisis in similar businesses in transition context. Our study involved 50 Tunisian companies, divided into two groups, one to follow the community management and the other to follow the traditional approach to solve conflict situations. Based on our observations and the incidents' report, our goal is to give the importance of this active approach allowed stakeholders to have a greater commitment, a more developed motivation and interest in the work, a better understanding of the rule of each other and fewer incidents in solving case problems. These advantages resulting from the absorbing nature of the approach adopted favoring all types of negotiation, consultation and information sharing among stakeholders, or between social partners on issues of common interest relating to economic and social policy.

The concept of digital transformation brings together all the changes related to the implementation of new technologies in the functioning of the organization and its social model or business model. It is the use of tactile and interactive interfaces that popularizes the web and the display of data on screens. In short, it is the set of digital channels and solutions of innovation in the activity of the organization. Digital transformation is based on the principles of content co-construction: cooperation, transparency, horizontality and freedom of expression. It changes our lives by creating new values, new cultures and collective intelligence. Companies because they concentrate a large number of stakeholders and meet general aspirations, are closely linked to the transversality nature of social media.

Social networks have become indispensable in all communication devices. Why? Because they make it possible to reach more stakeholders than the traditional media, at a lower cost. Our targeted approach to communities allows us to achieve results far beyond traditional forms of advertising, through greater proximity to the public and stronger consumer engagement on social media.

This paper will attempt to answer the following questions:

- "How can social media help to alleviate conflict situation?"
- "Does the impact of social networks on business play a key role in solving conflicts?"

These questions are part of the condition of improving practices by social media. The questions of the conditions of success of social innovation in professional practices and uses are a fundamental issue for companies. Social media can help community managers create permanent dialogue frameworks between significant stakeholders. The participative, interactive, collective and collaborative platform offered by these media is a framework for social dialogue where speech is free, tensions are expressed by the verb and the positions carried by the interests are displayed for their consideration in final decisions. This new managerial approach redefines a new governance of the institution (Icha & Edwin, 2015).

In order to answer our research question, we have formulated the following null hypotheses:

Hypothesis H0i: the percentage of the incident Ii for community managers subjected to integrate community management to solve conflict event in the company is equal to the percentage of the community managers subjected to traditional media approach.

Hypothesis H0a: the percentage of association identification among community managers using community management that incorporates new technologies as a pre-requisite for solving problems is equal to the percentage of manager’s traditional media approaching.

Hypothesis H0b: the percentage of associations among community managers subjected to integrate
community Management is equal to the percentage of community managers subjected to an active approach.

Hypothesis H0c: The result obtained by the community managers who use the community management to solve problems of internal conflicts and demands from actors or interest groups are the same as those of the community managers who solve problems in the company with the traditional media approach.

The success of any active approach to dealing with the crisis depends on the commitment of the stakeholders (Barić A., 2017). The success of this anticipatory approach, undoubtedly, in the transition from a logic of use of the tool to a real logic of appropriation of the strategic environment.

The first of this logic is often satisfied with the recommendation of software with high added value, deemed to support the research, the diffusion, or even a part of the information processing. On the contrary, the second logic supposes the consideration of their strategic environment by the stakeholder of the decision-making process inscribed in the engineering of the watch system itself. This consideration has two main dimensions:

- A methodological dimension: the identification and characterization of the strategic environment, or, to be more precise, that which stakeholders perceive as strategic;

- A computer dimension: the programming of a software interface such as the monitoring system is based on a real hybrid man-machine network, brought to a level that allows not only real-time decision-making but also uses tactile and interactive interfaces as channels of communication operates its digital transformation.

4. Method:

4.1. Design and setting:

In this study, qualitative and quantitative methods were used for data collection. This study was conducted between September 2018 and May 2019 in Tunisia. CEO of Telecom companies and their members were the target population. The purposive sampling method was used to select community managers. 50 participants took part in the first phase of study to develop indicators. In the second phase, divided into two groups, one to follow the community management and the other to follow the traditional approach to solve conflict situations.

4.2. Data collection:

Semi-structured questionnaires were used to collect data from 50 participants. In addition, 50 questionnaires were filled out in quantitative part to validate and finalize the performance indicators of community management. Study participants included those who were part of the ICT department registered in community management training program and were trained regarding system management roles and capabilities. Semi-structured questionnaires were provided to study participants in last section of community management training program when they completed the training program.

4.3. Interviewing and survey:

As mentioned above, a semi-structured questionnaire was designed based on community management capacity building framework and 11 main fields and topics was presented to them to facilitate and guide them to develop related indicators. The questionnaire guidelines consisted of the objectives of the study on performance indicators of community managers about managerial competencies. Each participant was to present SMART (Specific, Measureable, Attainable, Relevant and Time bonded) indicators based on their experiences to assess community management performance of participants. The analysis of questionnaires and indicator extraction was done simultaneously with collecting the questionnaires. Completing the questionnaires continued until saturation in participants’ opinion. So, the latest questionnaires did not introduce any new indicator.

Analyzing the result of the qualitative part was used to extract performance indicators. Based on the findings of the qualitative part, the validity tool of community management performance indicators was
developed and its validity was examined and confirmed based on content validity index (CVI) and content validity ratio (CVR). Likert scale was used for each indicator. These indicators include the necessity, relevance, transparency and simplicity.

5. Analysis procedure:

**Phase 1: development of indicators:**

We conducted sequential data analysis, in which qualitative data is used to generate items for development of quantitative measures and, in our case, to generate performance indicators. Content analysis and comparison of performance indicators which were specified by the participants were pursued. Then, key themes were determined and were classified in logical format based on relationships. The research team explained the survey clearly to participants, highlighted the confidentiality research and got voluntarily informed consent.

Data collection continued until no new performance indicators were identified. After initial coding, data were summarized as a structured thematic table. This step allowed researchers to easily have access to aggregated themes that extracted the participants’ ideas regarding community management performance indicators. Finally, clear consensus or non-consensus areas were highlighted, and relationships among indicators were explained in a logical framework. Discussion among the researchers created opportunity for more clarification, testing and revision of the findings.

**Phase 2: indicators content validity:**

Indicators which were generated in the first phase added to content validity questioners. Based on relevant, transparency and simplicity to calculate CVI and also each indicator assessed based on necessity to calculate CVR. CVI and CVR were calculated using the following formulas:

Where:

\[ CVI = \frac{Nh}{NCVI} = Nh/N \]

\[ CVR = \frac{(N_e - N/2)/(N/2)}{(N_e - N/2)/(N/2)} \]

Nh = Number of panelists indicating “highly relevant or relevant” and “highly transparent or transparent” and “highly simple or simple”;

Ne = Number of panelists indicating “essential or useful”;

N = Total number of panelists.

Also, the average CVI for final instrument was calculated based on Scale-Level CVI/Averaging Calculation Method (S-CVI/Ave). For this purpose the CVI of approved indicators was averaged to calculate S-CVI/Ave. Microsoft Excel (Microsoft Corp., USA) was used for data analysis.

6. Findings and Discussions:

In the first part of this section, we will analyze the conclusions developed by presenting the results obtained in Tunisian companies relating to a public service area that participated in the crisis management experiment. We then move on to discuss the role of a community manager as part of firm governance in Tunisia. We give the main recommendations in the end.

6.1. Incidents report analysis:

We analyzed whether each conflict incident produced by the stakeholders corresponded to a given textual specification. For that, we counted the number of times each event was repeated in the same situation reported and then we calculated their frequency.

It should be noted that we did not detect conflict incident committed into results developed by stakeholders in the first group. Thus, the incidents were made during the experimentation step and therefore de facto led to conflict incident in the report. For this reason, we limit ourselves to describing the incident made by the community managers when solving the conflict.

After analyzing the diagrams, we found a total of 142 incidents in the first group and 276 incidents in the second group.

However, the first group has a lower percentage of incidents than the second group. They account for
24.64% of the total number of incident committed by the first group and 57.74% for the second group. Note also that the vast majority of incidents. This type of incident is probably due to a misunderstanding of the community management.

We also noticed that in the first group, 8.82% of the incidents are of type incidents at the level of associations against 20.92% for the second group. This lower percentage of incidents for the first group can be explained by the adoption of the community management before developing the report of incidents, which may have allowed the stakeholders of the first group to reflect on the information characterizing each step of the experimentation and on the identifier of each of them, as well as their understanding of the specifications of the conflict to be solved before moving on to a more complex representation.

In order to verify if there is a statistically significant difference between the percentages of the most frequent incidents committed by the two groups, we used a comparison test of proportions for the incidents or the test of the reduced difference.

Note that the incidents I1, I2, I3, I4, I7, I9, I11 and I12 have not been taken into consideration because of their low frequency.

The results of the reduced gap tests obtained are confirmed. Recall that the total number of incidents is 142 for the first group and 276 for the second group.

Indeed, it appears that the absolute value of the reduced deviation is greater than 1.96 for the incidents I5, I8, I10, I13 and I14. The difference between the percentages of incidents is therefore statistically significant, which leads us to reject the null hypothesis. We can therefore say that the second group has a higher percentage for the incident I5, I8 and I10 than the first group. Thus, the approach allowed stakeholders to commit these types of incidents.

For incident I6, the absolute value of the reduced deviation is less than 1.96. The difference between the percentages is therefore not significant. We cannot reject the null hypothesis. The difference observed between the percentages may or may not have as its origin the randomness of the sampling.

On the other hand, the first group has a higher percentage for incidents related to cardinalities (I13 and I14). Stakeholders in the first group may have had more time to think about the case because they did not have to build knowledge and it did not address this issue.

In order to see if the adoption of the approach during the learning process can be effective for case resolution and to produce correct results, we have established a reduced gap test.

In total, the first group was able to solve 90% of the incidents whereas the second group could only do 67.14%. The reduced gap test shows a significant difference between the two groups for the case resolution frequency. Indeed, the absolute value of the reduced difference for the hypothesis (H0a) is 4.28. The result is significant to p<0.05; the null hypothesis H0a is therefore rejected. Thus, the successful resolution of the conflict is related to the approach adopted, the community management constituting an added value.

The analysis also shows that the absolute value of the reduced deviation for the hypothesis (H0b) is 0.91 at the 5% threshold. The first group has certainly solved the exercise better than the second group, but this does not imply that they produce a good results. This can be explained by the fact that the community management rules are not explained.
Table 1. Distribution of incidents by category:

<table>
<thead>
<tr>
<th>Incident category</th>
<th>AC Group</th>
<th>SC Group</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category 1 : Natural phenomena</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Code</td>
<td>Description</td>
<td>N</td>
</tr>
<tr>
<td>I1</td>
<td>Earthquakes</td>
<td>1</td>
</tr>
<tr>
<td>I2</td>
<td>Tsunamis</td>
<td>0</td>
</tr>
<tr>
<td>I3</td>
<td>Volcanic eruption</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total 1</strong></td>
<td>1</td>
<td>0,7 %</td>
</tr>
<tr>
<td><strong>Category 2 : Malicious actions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Code</td>
<td>Description</td>
<td>N</td>
</tr>
<tr>
<td>I4</td>
<td>Adware</td>
<td>0</td>
</tr>
<tr>
<td>I5</td>
<td>Spyware</td>
<td>18</td>
</tr>
<tr>
<td>I6</td>
<td>Virus</td>
<td>22</td>
</tr>
<tr>
<td>I7</td>
<td>Worm</td>
<td>0</td>
</tr>
<tr>
<td>I8</td>
<td>Trojan</td>
<td>6</td>
</tr>
<tr>
<td>I9</td>
<td>Rootkit</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total 2</strong></td>
<td>47</td>
<td>32,47 %</td>
</tr>
<tr>
<td><strong>Category 3 : System failures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Code</td>
<td>Description</td>
<td>N</td>
</tr>
<tr>
<td>I10</td>
<td>Data loss</td>
<td>11</td>
</tr>
<tr>
<td>I11</td>
<td>Omission leading to an undesirable outcome</td>
<td>1</td>
</tr>
<tr>
<td>I12</td>
<td>Information is missing</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total 3</strong></td>
<td>12</td>
<td>8,82 %</td>
</tr>
<tr>
<td><strong>Category 4 : Human errors and third party failures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Code</td>
<td>Description</td>
<td>N</td>
</tr>
<tr>
<td>I13</td>
<td>Human errors</td>
<td>53</td>
</tr>
<tr>
<td>I14</td>
<td>Third party failures</td>
<td>29</td>
</tr>
<tr>
<td><strong>Total 4</strong></td>
<td>82</td>
<td>57,74 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>142</td>
<td>100,01 %</td>
</tr>
</tbody>
</table>
Combining data from the annual reports going back to 2012, we can see multi-annual trends. The trend graph below shows the root cause categories of incidents over the years (percentages). The ‘third party failures’ category is used as a flag on top of the other four root cause categories.

Combining the data from annual reports going back to 2012 (more than 700 incidents), we can see the duration (hours) and number of customers impacted.

The scatter plot below shows the distribution of all years combined.

### 6.2. Analysis of the results:

We compared the results of the summative evaluation of the second group with those of the first group to determine whether the level of understanding of the first group was greater than that of the second group. The results of the descriptive analysis are presented in Table 2.

#### Table 2. Results of experimental group (1) and group (2) subjects:

<table>
<thead>
<tr>
<th>Method</th>
<th>1</th>
<th>2</th>
<th>Statistical standard deviation</th>
<th>Standard error</th>
<th>95% confidence interval for the average</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Management</td>
<td>2</td>
<td>2</td>
<td>4.69</td>
<td>1.16</td>
<td>4.17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional approach</td>
<td>8</td>
<td>3.87</td>
<td>0.24</td>
<td>1.27</td>
<td>3.38</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The average for the first group is 4.69, while it is 3.87 for the second group. The standard deviation of the first group (1.16) is slightly lower than that of the second group (1.27). The average is therefore higher for the active approach with community management than for the traditional approach. This suggests that the community management has a positive effect on the result. To determine if there is a significant difference, we performed a one-way analysis of ANOVA variance, the results of which are shown in Table 3.

#### Table 3. ANOVA variance analysis results:

**Source of variation**

<table>
<thead>
<tr>
<th>Sum of the squares of the gaps</th>
<th>dl</th>
<th>Average of squares</th>
<th>F. test</th>
<th>P (Sig.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>inter groups</td>
<td>8.247</td>
<td>1</td>
<td>8.2473</td>
<td>5.456</td>
</tr>
<tr>
<td>intra groups</td>
<td>72.554</td>
<td>48</td>
<td>1.511</td>
<td></td>
</tr>
</tbody>
</table>

The calculated F value (5.456) is greater than F critical (0.98) with a p value of 0.02, lower than the estimated error margin of 0.05. This leads us to reject the null hypothesis and to consider that there is a significant difference between the performance of the first group and that of the second group, in favor of the first group.

These results show that three-quarters of stakeholders find the active approach to be motivating and believe that it has allowed them to understand their rules.

With regard to the questions relating to the adoption of the community management to solve conflict, 72% of the stakeholders think that it helped them to good result and facilitated their understanding versus 28%
who disagree (14%) or even disagree fully (14%). A similar percentage of them (73%) said that the active approach allowed them to better understand the problem solving.

The transition from the active approach to the result was simple for 82% of the stakeholders surveyed and fast for 64% of them. However, half of them think that this approach makes them waste time and prefer to solve their problems directly in face to face.

6.3. Findings:

The profile of Tunisian companies is essentially a public service with bureaucratic rigidity; their social model highlights both organizations in a political arena where individuals focus on their interest group and the achievement of global objectives. It is also peer communities oriented towards collegial management in which the compromise goes before excellence and the search for innovative solutions. SOEs do not have real stakeholder training policies for digital and social media. It cannot therefore happen the expected innovation in governance through the use of social media. Community managers and stakeholders, however, show a great interest in the digital world by a great capacity for the possession of materials. Basic telecommunications equipment and infrastructure for sustainable integration of ICT and social media in work and research exist in workspaces. But the uses of social media are limited in the workplace. We have non-users, few users and peripheral users. Digital culture seems to explain the limited ability to use digital and social media. Similarly, it refers to the lack of knowledge, beliefs, and practices of stakeholders interacting on digital networks that may recreate tangible-world cultures or create new strains of cultural thought and practice native to digital networks. stakeholders who have succeeded in a context that has fostered their digital culture and know-how in the specific use of socio-technical tools and social media stand out significantly through their professional uses. The success of the social media challenge requires certain conditions. First, the organization must redefine its social model that marks its deep identity in order to release the creative impulses of social innovation. The public institution evolves in a societal environment that influences its practices and questions its missions. The transformations of technologies are fundamentally changing the uses and practices of society. The emergence of new social cultures and the globalization of economic ideas have a significant impact on strategic issues. This set of benchmark system requires relevant governance adapted to this new environment of public companies in Tunisia.

In seeking to better understand the advantages of the community management as a means of facilitating communication between groups, we found that this active approach adopted was able to overcome some conflict situations. In fact, they have, in some cases, made incidents. In other cases, they have forgotten to specify their rules and have sometimes tended to make confusion.

Indeed, the results have shown the existence of three main factors of the incidents reported to the person the system and the problem to solve. Incidents due to the complexity of the problem to be solved imply significant cognitive activity to perceive the essential concepts and interactions necessary for carrying out the various tasks. As a result, incidents increase as the complexity of the conflict to solve increases. On the other hand, the more familiar the fields of application, the more likely stakeholders are to understand the specifications and produce a result that better meets these specifications. This is why we chose, on the one hand, at the beginning of this situation of conflict, a simple field of application, and on the other hand, diversified the examples, the cases and the level of difficulty for both groups. In doing so, this approach increase stakeholder’s commitment and make their rules understanding (Cossin & Hongze Lu, 2019).

The second group seems to have encountered some additional difficulties when they sought to understand the specifications of the conflict incident to solve, and at the same time to design one. Conflict situations
require a listening capacity on the part of stakeholders to solve problems. To resolve conflicts, there has to be an effort to involve all significantly affected stakeholders. Stakeholders are those individuals or groups who are directly involved in the conflict, or who may be affected by how the conflict is resolved. People want to be involved in decisions when their interests are at stake, they want to have their opinions and ideas heard and valued, and they want to be respected as individuals. Lack of affected stakeholders’ inclusion in the establishment and design of a protected area and in decisions affecting the management of the area after it has been established are major sources of conflict. If affected groups are not included, their interests and concerns cannot be known or considered. Therefore, the protected area manager may create or exacerbate conflict out of ignorance about how his/her decisions may adversely affect others. If significantly affected stakeholders are excluded from attempts to address the conflict, they are likely to remain disgruntled over time, because they believe their interests are ignored and because they have no ownership in the outcome. Whereas, if their interests are explicitly considered in the process, they will be more inclined to support a proposed solution to the conflict. Inclusion also gives people a sense of ownership, which is a precursor to stewardship. In this situation, the results showed that it would have been possible to avoid some of the incidents listed earlier, if the understanding phase of the key concepts had been separated from the problem solving phase. The stakeholders would then have been able to produce a more informal description of the content of the extradite information of the case of conflict by first producing a report to solve the problem. Thus, we also consider that the integration of the active approach makes it possible to represent the information of the field in visual form, being able to be easily solving the conflict situation. Indeed, in such a context, the stakeholder are first led to think actively about the specifications in order to better understand them and then to check the solution obtained twice, once after the resolution of conflicts and a second time at the same time to the final report of incidents.

Note, however, that the adoption of the active approach for the case study in community management is not "easy" and requires additional effort and time. Nevertheless, like the two groups, we consider that this approach is motivating and that it allows a better understanding of the rules, a better communication, a reduction of conflict situations and better results.

7. Conclusion:

The experimentation carried out shows that the hypothesis of research is validated: it encourages replicating the active approach of the community management on the other actors. We wanted to integrate it and check its relevance in our practice. Our study involved 50 Tunisian companies, divided into two groups, one to follow the community management and the other to follow the traditional approach to solve conflict situations. Indeed, this study explains how social media enable a very different incident’s response from publics compared to traditional news media. While traditional mass media construct accounts of organizational actions in a unilateral way, following a hierarchical one-way communication models, social media open up this process enabling the publics to play a very active role in supporting causes and constructing new frames or suggesting novel tactics. Compared to the traditional mass media construct accounts of organizational actions in a unilaterial way, following a hierarchical one-way communication models, social media open up this process enabling the publics to play a very active role in supporting causes and constructing new frames or suggesting novel tactics. Compared to the traditional mass mediated public sphere, the observed cases suggest that the networked space orchestrated by a community manager is more dynamic, diverse, and effective in actively mobilizing audiences and activating responses from firms in order to maintain their threatened legitimacy. The data suggest that, at least in the observed campaigns, the collective mobilization of the networked publics enabled a dynamic discourse that involved the social movement organization, individual dispersed supporters and other stakeholders.

This study can assist Tunisian firms to engage in two-way interactions with key stakeholders especially
given the firms’ limited resources. Here are three recommendations to foster stakeholder engagement through social media:

1. Identify their key stakeholders:

Audience identification is important to understand data about stakeholders. Social media analytics can be used to discover the demographics of audience and what topics they are most engaged with. Learning about stakeholders’ interests, concerns and background will help Tunisian firms develop campaigns that will resonate with their audiences.

2. Tailor content to each group:

According to our study of more than 50 business-to-business (B2B) marketers, 27 percent said their marketing campaigns and sales content were customer-centric and 32 percent said their content was company-focused. Developing stakeholder-focused content around their specific concerns and interests is critical to increasing engagement. Another recommendation is to determine which posts received the most clicks, likes and positive comments, in order to replicate or model future social content around what was previously successful and most interesting to the audience. Stakeholders’ interests should be at the core of social media messaging.

3. Engage in continuous, active dialogue with their online community:

Tunisian firms can use social media to generate conversations with their online followers. Social media can be used to promote their brand or bring awareness to their cause, and also as a listening tool to gather first-hand experiences and insights from all groups. Being responsive to their audience strengthens their brand, as well as stakeholder relationships. Addressing concerns or questions can help their proactively mitigate risks and increase mutual understanding. Regularly interacting with their social followers maintains a positive social media presence and brand.

Social platforms give Tunisian firms the opportunity to humanize their brand and build relationships with stakeholders. Aligning their business strategy their social media plan can help maximize authentic stakeholder engagement by implementing strategic content and an ongoing dialogue. To learn more about stakeholder engagement, download new white data, “Authentic Stakeholder Engagement: Essential to strengthening reputation and managing risk.”

Based on our observations and the incidents’ report, this study proposes significant scope for learning across contexts, times, and type of organizations about the contested relationship between social movement organizations, firms, publics, and the strategic use of social media to establish and acquire legitimacy. Social media issues and tactics are likely to influence the interplay between movements and institutional dynamics, such as legitimacy acquisition, even though the exact impact is still difficult to measure and attribute. These findings suggest new avenues to extend future research on the dynamic relationship between movements, corporations, media, and key institutional stakeholders, such as exploring novel organizational tactics and the overall impact of collective action through social media.

This study is nevertheless limited because of the small size of the sample it has been used on.

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