

SOCIAL MEDIA, REPUTATION RISK AND AMBIENT PUBLICITY MANAGEMENT

By

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SOCIAL MEANS

- ⦿ “One Enemy is too many”.
- ⦿ “One thousand friends is not enough.”
- ⦿ This applies to any worlds.

一个敌人太多了，一千个朋友还不够



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“SOCIAL MEDIA EXPANDS THE SPECTRUM OF REPUTATION RISKS AND BOOSTS RISK DYNAMICS.”

- ◉ Interactivities lead to complexities.
- ◉ Social media makes interactivities faster and broader.
- ◉ Social media only provides limited interactivity comprehensions.
- ◉ Reputation risk, the possibility or danger of losing one’s reputation, presents a threat to organizations in many ways. The loss of reputation affects competitiveness, local positioning, the trust and loyalty of stakeholders, media relations, and the legitimacy of operations, even the license to exist.



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HOW DOES SOCIAL MEDIA GENERATE REPUTATION RISKS?

In a recent Harvard Business Review article, authors Robert Eccless, Scott Newquist and Roland Schatz identify three types of reputation risk factors:

- Risk is increased when the gap between an organization's reputation and its reality grows.
- Risk is increased by a change in the expectations of consumers.
- When an organization is internally unable to react to changes in the environment, a highly “important source of reputational risk is poor coordination of the decisions made by different business units and functions”



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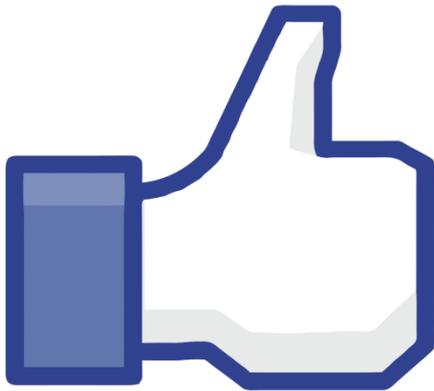
“REPUTATION RISK CAN RESULT FROM AN ORGANIZATION’S OWN COMMUNICATION ACTIVITIES, INCLUDING THEIR REACTION TO CLAIMS PRESENTED IN THE SOCIAL MEDIA.”



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“IN SOCIAL MEDIA, AN ORGANIZATION CANNOT JUST LOOK GOOD; IT HAS TO BE GOOD.”



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NINE TENETS FOR LEADERS

Based on the conceptual considerations about managing social media, here are nine tenets for corporate leaders involved in strategic reputation management:

1. The ability to perceive and avoid risks is essential to organizations in order to survive.
2. Instead of sophisticated, objective, and rational risk analysis, most people rely on their subjective risk perceptions, which can be affected by such highly emotional sources as social media.[9]
3. Reputation is a valuable, but highly fragile corporate asset.
4. Reputation risk will garner more attention in corporate risk portfolios.
5. The challenge is to create valid reputation risk categories and to quantify the implications of the loss of reputation.
6. Reputation risk often originates from uncontrollable external factors, but corporation's own controllable actions play an important role as well.
7. The importance of reputation requires there be a specific guardian (such as a Chief Reputation Officer).
8. Corporations must engage in proactive communication in order to prevent reputation risk and to fix damaged reputations.
9. Reputation risk evolves and culminates in publicity, but in social media publicity is a dialog.



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SOCIAL MEDIA REVISED: TOWARDS AMBIENT PUBLICITY

In order to understand the effects of the convergence in communication technologies, new social media, and the altered publicity landscape as they relate to strategic reputation management, we can explore the possibilities offered by the novel concept of “ambient publicity” (see Exhibit 1).



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AMBIENT PUBLICITY

Exhibit 1 The key characteristics of conventional and ambient publicity related to reputation, communication, and stakeholders

<i>Characteristics</i>	<i>Conventional publicity</i>	<i>Ambient publicity</i>
<i>Reputation</i>		
Context for reputation management	Market environment	Environment of meaning
Reputation risk potential	Moderate	High
Key constituents of reputation	Information, details, data	Images, symbols, stories, rumors
Reputation risk management	Winning the competition for facts	Unifying complex networks of meaning
<i>Stakeholders</i>		
Stakeholders' involvement	Receiving, "reading"	Participating, "writing"
Boundaries between stakeholders	Clear	Unclear
Informational motivation	Sending-receiving	Disseminating
Communication rules	Fixed	Messy
Publishing threshold	High	Almost non-existent
<i>Communication</i>		
Venue	Media	Social media
Key metaphors	Medium, channels	Place, arenas
Distribution of content	Broadcasting	Crowd-casting
Costs of content production	Expensive	Cheap
Direction of communication	One-to-many	Many-to-one, many-to-many
Distribution genre	Mass communication	Mass self-communication[11]
Examples of the key actors	New York Times, Fox, BBC	Facebook, YouTube, Twitter



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“REPUTATION RISK MANAGEMENT SHOULD BEGIN BEFORE, AND NOT AFTER, REPUTATION CRISES.”

- Strategy of absence: Leaders make a strategic choice not to proactively attend conversations and content production about the firm in the context of ambient publicity. The flow of information is mainly unidirectional from an organization to stakeholders.
- Strategy of presence: Leaders encourage the firm to be attuned to the ambient publicity about itself. However, reputation management is based on conventional public relations, where a company aims to inform specific audiences via certain media channels. Specific media, such as newspapers, are used to reach the intended audiences. The mode of reputational communication is more monolog than dialog.
- Strategy of attendance: Leaders encourage the firm to take part in social media conversations as a listener, but also to collect, share and consider information internally whenever the subject concerns the company or is important to the industry. Firms’ reputation management consists of attending, but its awareness of the ongoing dialog among stakeholders is highly valued.
- Strategy of omnipresence: Leaders are closely involved in ambient publicity. Firms accept the blurred boundaries between privacy and publicity, and stakeholders and media. Reputation management follows the idea of “multilogging” compared to dialoging: interaction with the public is complex, overlapping, and continuous. Because reputation risks can emerge anywhere within ambient publicity, firms should be omnipresent.



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AMBIENT PUBLICITY AND REPUTATION RISKS

When managing reputation risks it is important for leaders to be aware of and participate in the social process of creating meaning. Managing ambient publicity is both an issue of corporate communications and of economics. This entails analyzing the conditions surrounding an organization as both an environment of meaning and as a traditional business environment.



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IT IS WAR OUT THERE

- ◉ Never be in a killing ground.
- ◉ Never personalize opinions.
- ◉ Always refer to facts.
- ◉ Always utilise fun and civil gestures.
- ◉ Never Ever typo
- ◉ Fight bullies
- ◉ Always be a hero Even a superhero



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WHY AN ARMY IS NEEDED?

- ◉ Commander in Chief
- ◉ Beyond teamwork
- ◉ Attack like viruses
- ◉ Hoaxes Management
- ◉ Soldier loyalty to the Organization
- ◉ Never be a hater



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BPJS KETENAGAKERJAAN FACTS

- ◉ Low existency
- ◉ Sporadic
- ◉ Tactical
- ◉ High illiteracy rate
- ◉ Overconfidence
- ◉ Lack of Innovation
- ◉ Too many Silos
- ◉ Integrity under question mark
- ◉ Business as usual
- ◉ Lack of leadership



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FUTURE AIMS

- ◉ Reps up
- ◉ Pops up
- ◉ Socs up
- ◉ Keep integrity intact
- ◉ Jack up benefits
- ◉ Improve acquirement ratio



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BY THE POWER VESTED IN ME ...

- ◉ Ghost to ghost communication
- ◉ Induction
- ◉ Always identify acquiring targets
- ◉ Always be persistent



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