FORMULATION AND IMPLEMENTATION OF SOCIAL MEDIA STRATEGY FRAMEWORK: A CASE STUDY OF JORDANIAN GOVERNMENT ORGANIZATION

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ABSTRACT

This study aims to formulate a social media strategy framework that appropriate in government organization that has a low interaction rate with public through their social media accounts. The research methods used was qualitative and quantitative on a government organization which has already use social media however the utilization was still low. The process of data collection was done by interview, observation and documents studies. The social media strategy was formulated using framework developed by Karl Werder combined with SWOT analysis, PEST analysis and 7s model. The strategy priority was determined by using AHP analysis. Three stages of social media framework formulation have been identified and the implementation results suggest that the organization need to prioritize the strategies that have the objective to improve the complaint handling and then followed by the strategies related to engagement and awareness.

Keywords: Social Media Strategy, Social Media Framework, SWOT, AHP

1. INTRODUCTION

Social media has become an important part of the daily lives of millions of people around the world (Sobaci, 2016). Social media has greatly affected the way people communicate with each other and affect their activity in daily basis. In fact, the number of social media users has reached a very large number. The number of Facebook users established in 2004 has now reached 1.86 billion monthly active users as of December 31, 2016 (Facebook, 2017) and Twitter which has been operating since 2007 has a monthly active users number reached 313 million as of June 30, 2016 (Twitter, 2017). Meanwhile, YouTube's largest video sharing site already has more than 1 billion users (YouTube, 2017).

Social media is also used by government institutions to increase their interaction with public. This is in line with Open Government Directive, initiated by the U.S. federal government, which has three pillar goals of transparency, participation, and collaboration (Nam, 2012). Governments adopted social media to: improve efficiency and productivity, improve public services, improve policy making, strengthen democratic culture, and collaborate and share knowledge (Sobaci, 2016). Furthermore, various government services through social media can be achieved such as community services, disaster management, disaster resilience, transportation, policy and planning, government transformation, and government campaigns activity (Nepal, Paris, & Georgakopoulos, 2015). This suggests, social media can be an economical and powerful solution in increasing the range of services to the community.

Nonetheless, social media also has a negative side to the organization over the benefits it offers. Social media, negative opinions about a product or company can be shaped and disseminated through thousands or millions of people in just a few hours (Pfeffer, Zorbach, & Carley, 2014). In addition, the dynamics of negative opinions through online media is not just limited to business domains, but they also affect organizations and individuals. Meanwhile, McDonalds must experience the negative side of social media use, while stimulating customers to share positive experiences at McDonalds via Twitter by using hashtag #McDstories (Werder, Helms, & Slinger, 2014).
Instead of sharing positive experiences, customers begin to share their negative experiences and force McDonalds to act in order to prevent damage to their reputation. These risks may also arise when a company is not active in social media, so that even the consequences may get worse because the negative content or rumours may be unknown to the company. Thus, social media need to be managed to maximize its benefit and minimise the risk.

The high number of internet users in Jordan shows information has become a necessity for every citizen in supporting their activities. The government as a public servant has an obligation to provide quality public information. In relation to government, the internet has become an important instrument in the management of public services. According to Lamersdorf, Tscharmer, & Amarger (2004), since the mid-1990s, governments from around the world have had the initiative to adopt the potential use of the internet to improve public services. The main objective of the initiative is to accommodate public opinion, namely reducing public spending and improving public services.

Currently, no framework has been developed specifically for the social media utilization in government sector. The Third Wave framework developed by Third Wave Consulting, 2013 is a common framework that can be used in various areas. This framework consists of people, platform, and content strategy. Meanwhile, Oliveira & Figueira (2015) developed a social media framework for educational institutions where the framework relies on communication strategies to support the activities of educational organizations. In harmony with that, Werder, Helms, & Slinger (2014) developed a more comprehensive framework. Organizational social media management deals not only with marketing strategies but must be aligned with the organization's own business strategy. This framework consists of three strategic components for social media: (1) Scope consists of decisions about actors, platforms and interactions, whereas (2) Capabilities refer to objectives and activity and (3) Governance is a need for value, resources and risk. However, this framework did not cover the assessment of current organization conditions.

This study aims to define the framework for social media implementation especially in government sector in their early phase of adopting the social media or has a low rate of public interaction through their social media accounts. The past studies of social media framework have not been comprehensively described the stages of framework implementation. We will use a case study from a government organization in Jordan where the utilization of its social media has not been effectively managed regardless its urgency.

2. THEORETICAL BACKGROUND

2.1 Social Media

Social media is a collection of applications that include blogs, social networking sites, multimedia sharing sites, collaborative project and others (Werder, Helms, & Slinger, 2014). Social media also defined as an internet platform used to disseminate information through social interaction that provides content with decentralized user levels, social interaction and general membership (Schniederjans, Cao, & Schniederjans, 2013). Social media as an online communication tool that enables people to create, share, interact, collaborate and exchange multimedia information with others in a virtual community (Nepal, Paris, & Georgakopoulos, 2015).

From a public-sector perspective, social media as a group of internet-based technologies that, using the Web 2.0 philosophy, enable public institutions to engage with citizens and other stakeholders (Sobaci, 2016). In the field of public administration, social media differently from previous generations of e-government (Sobaci, 2016). The differences are:

1. Social media applications provided by third parties, so that technology features are hosted outside the direct control of public institutions.
2. Compared with e-government practices, such as static websites, social media is more interactive.
3. Content created by both parties, ie public institutions and citizens.
4. Social media applications cannot replace offline services and e-government services; this application is a communication mechanism that has been available.

2.2 Social Media Use in Jordanian Government

Social media has been widely used in the government sector and adopting this technology to support their activities as public servants. The use of social media in various activities in government, including: human services, disaster management, building disaster resilience, transport, policy and planning, government transformation, campaigning (Nepal, Paris, & Georgakopoulos, 2015). The benefits of using social media for local government. Social media benefits for the government include: improve efficiency and productivity, improve local
public services and policy making, strengthen local democracy, collaboration and knowledge management (Nepal, Paris, & Georgakopoulos, 2015). Risks and constraints that can occur in the management of social media in government include: resources, legal issues, security, information and content concerns, reputation management (Sobaci, 2016).

In Jordan the utilization of social media has been improved significantly in latest years. A survey conducted by Jordanian Department of Statistics in 2016, the number of internet user in Jordan has reached 132,7 million people and 97,4% of them access the social media and 91,6 of the internet user has accessed the information related to public services (Statistic Jordan, 2016). Government has seen this opportunity and utilised the social media to engage more to the public. Government initiatives in using the internet technology in their activities are monitored and evaluated by The Ministry of Communication and Informatics based on some criteria such as policy, organization, infrastructure and application. However, there are a diverse rate of performance in each government organization. Even if the government has already set up the account of various social media platform, the management of the account has not been properly done by some government organization.

2.3 Strategy Development

Social media management in government requires strategy planning to run it well and reduce the negative side that would arises. Strategy is the establishment of unique and valuable positions, and involves a set of different activities (Porter, 1996). One of the objectives of strategy formation is to improve operational effectiveness, which is how to conduct an activity better to provide greater value, greater efficiency, at lower cost (Porter, 1996). Strategy as an important mission statement of an organization, the objectives to be achieved, and the main way in which resources are available will be used (Werder, Helms, & Slinger, 2014). It also defines as a set of choices that determines the organization's chances of pursuing market potential and assessing those opportunities (Applegate, Austin, & Soule, 2009). From above description, it can be formulated that the strategy is a preparation of ways to achieve organizational goals based on the direction and scope of business organizations using the resources available to improve organizational performance.

SWOT analysis is one of the most commonly used methods of organization to formulate strategies to take advantage of existing opportunities and reduce threats that may arise from the external side of the organization with reference to the strengths and weaknesses of the organization (Chaffey, 2009). SWOT analysis consists of Strengths (S) and Weaknesses (W) of the organization's internal conditions as well as Opportunities (O) and Threats (S) from external organizations (Ritson, 2011). The main purpose of the SWOT analysis is to identify strategies that are aligned or appropriate to the organization's resources and capabilities to respond to environmental demands that the organization competing against (Ritson, 2011). The external environment could be analysed using PEST (Political, Economy, Social and Technology) approach (Ward & Peppard, 2002). Cautious monitoring of these factors may lead the organization to significant business opportunities or identify potential threats in time to act to mitigate its impact.

One of the comprehensive approaches used to implement this strategy was developed by Peterson & Waterman at McKinsey & Company in the early 80s. This model is based on seven internal factors that must be harmonized together for the successful implementation of strategy in the company (Mišanková & Koèišová, 2013). The 7S model can be applied to assist with useful alignment for: improve organizational performance, analyse the possible impacts of future changes in an organization, aligning departments and processes existing during the merger or acquisition period, and determine how the best solution to implement the proposed strategy (Mišanková & Koèišová, 2013). 7S model consists of hard and soft factor. Hard elements are easier to determine, and leadership can directly affect these elements. The three hard elements of this 7S model are: strategy, structure, and system. Soft elements are difficult to define because they are not specific and influenced by organizational culture. However, soft elements are as important as hard elements for an organization to achieve success. Soft elements are: style, staff, skills, and shared values.

2.4 Social Media Strategy Framework

Currently, no framework has been developed specifically for the social media utilization in government sector. The Third Wave framework developed by Third Wave Consulting, 2013 is a common framework that can be used in various areas. This framework consists three steps namely, goals, strategy and setup. Defining the goals is needed as the purpose of the
implementation. The purpose of social media strategy can be derived from business goals which can be achieved through social media and finally contribute to accomplish organizational goals. Developing the strategy involves people, platform, and content strategy. The setup is the stage of implementation, evaluation and continuous improvement. Activities that can be done to achieve it such as: monitoring, analytics, and reporting. It also considered the internal side of organizations such as: the actor of each activities, the team formation, the needed processes and the service providers required.

Meanwhile, Oliveira & Figueira (2015) developed a social media framework for educational institutions where the framework relies on communication strategies to support the activities of educational organizations. The concept of social media strategy needs to be aligned and managed in organizational communication management. The communication strategy should provide a clear indication of the overall direction, objectives and desired outcomes. like all other functional strategies, social media strategies need to be aligned and support the organization's higher strategic management.

Werder, Helms, & Slinger (2014) developed a more comprehensive framework. Organizational social media management deals not only with marketing strategies but must be aligned with the organization's own business strategy. This framework consists of three strategic components for social media: (1) Scope consists of decisions about actors, platforms and interactions, whereas (2) Capabilities refer to objectives and activity and (3) Governance is a need for value, resources and risk. The aspects covered by this framework are more structured and complete than the previous framework.

3 PROPOSED FRAMEWORK

The theoretical framework of this research is represented in Figure 1 which consists of three steps including assessment of current condition, social media strategy development and social media strategy prioritization.

3.1 Assessment of Current Condition

Preparation of the concept of this research framework starts from analysing the internal and external conditions of the organization. Analysis of internal organizational conditions adopted the SWOT model and 7S McKinsey, while for external conditions analysis using the PEST model. The formulation of these internal social conditions also identifies the current state of information quality and service quality. Thus, the implementation objectives can be formulated based on organization's goals so that the implementations will align with business processes and business objectives of the organization.

Information services within the scope of the information system deal with several aspects that support the service. DeLone & McLean (2003) formulated that the quality of the system, the quality of information, and the quality of service had an influence on the desire to use information systems and user satisfaction. Utilization and user satisfaction are interrelated, a positive utilization experience will increase user satisfaction. Because of these two aspects, it will benefit the success of the information system. In social media, majority of systems have been provided and managed by social media corporations, so the quality of system is less important for the owner of social media accounts. Thus, quality of information and services will take the best part of the successful information services from social media utilization.

The service quality is the other dimension contributes to information services. The quality of the online services must be analyzed and considered with a view to strengthen and develop strategies that improve the offered services and increase the level of satisfaction amongst users (Sá, Rocha, Gonçalves, & Cota, 2016). A long with that, service strategies are recommended to managers to improve service quality and promote user satisfaction.
3.2 Social Media Strategy Development

This step elaborates the SWOT Analysis using TOWS Matrix and social media strategy define by Werder, Helms, & Slinger (2014). Organizational social media management deals not only with marketing strategies but has to be aligned with the organization's own business strategy. Three strategic components for social media: (1) Scope consists of decisions about actors, platforms and interactions, whereas (2) Capabilities refer to objectives and activity and (3) Governance is a need for value, resources and risk.

Scope dimension is the results of the analysis of the internal conditions determined the scope of social media organizations, namely: actors who play a role, platform, and interaction type (Werder, Helms, & Slinger, 2014) (Nepal, Paris, & Georgakopoulos, 2015). Social media capabilities should help organizations to gain organizational competitiveness (Werder, Helms, & Slinger, 2014). This dimension consists social media objectives, where social media goals should be defined by and support the organization's business objectives. The other component is social media activities, which connecting social media activities with each line of organization associated with the actor.

Governance dimension is conducted to formulate value or Key Performance Indicator (KPI) from social media management in organization. Key Performance Indicator (KPI) of social media consists of insights, exposure, reach, engagement (low), engagement (medium), and engagement (high) (Neiger, et al., 2012). In harmony with that, Thomas & Barlow (2011) proposed KPI of social media consists of exposure, influence, engagement, action/ conversion, and retention. Correspondingly, Lovett (2011) lists the social media matrix based on the type of social media used. Beside formulating the KPI, social media governance needs resources and risk management to utilised effectively. Subsequently resource planning and risk assessment of identified threats refers to the eight essential elements of policy-makers and social media guidelines proposed by Nepal, Paris, & Georgakopoulos (2015) which consists of employee access, account management, acceptable use, employee conduct, content, security, legal issues, and citizen conduct. In line with that, Bértot, Jaeger, & Hansen (2012) finds set of key policy and research questions related to social media and policy objectives, which are: social media policy; access and social inclusion; privacy, security, accuracy, and archiving; governing and governance; and new democratic models.

3.3 Social Media Strategy Prioritization

The design of a social media roadmap is conducted by assessing stakeholders and experts to determine strategic priorities using the AHP method (Saaty & Vargas, 2012). The results of the priority ranking resulted in a social media roadmap. The results will be discussed and validated by stakeholders to make sure the emerging strategies are aligned with organization’s business.

Analytic Hierarchy Process (AHP) is the basic approach to decision making (Saaty & Vargas, 2012). It is designed to tackle between the rational and intuitive side to select the best of several alternatives evaluated in relation to several criteria. In this process, the decision maker performs a simple pair wise assessment that is then used to develop overall priorities for alternative rankings. AHP is useful in inconsistent assessments and provides the means to improve consistency. The basic scale of values to represent the intensity of the assessment as shown in Table 1. In terms of strategy formulation, AHP can be used with SWOT to determine priorities for established strategies. Göröner, Toker, & Uluçay (2012) in his research combined SWOT with AHP in formulating a strategy. In harmony with that, Şeker & Özgürluer (2012) also combine SWOT with AHP to determine the priority scale of the strategy that has been formulated.

<table>
<thead>
<tr>
<th>Intensity of Importance</th>
<th>Definition</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Equal importance</td>
<td>Two activities contribute equally to the objective</td>
</tr>
<tr>
<td>2</td>
<td>Weak</td>
<td>-</td>
</tr>
<tr>
<td>3</td>
<td>Moderate importance</td>
<td>Experience and judgment slightly favor one activity over another</td>
</tr>
<tr>
<td>4</td>
<td>Moderate plus</td>
<td>-</td>
</tr>
<tr>
<td>5</td>
<td>Strong importance</td>
<td>Experience and judgment strongly favor one activity over another</td>
</tr>
<tr>
<td>6</td>
<td>Strong plus</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Very strong or demonstrated importance</td>
<td>An activity is favored very strongly over</td>
</tr>
</tbody>
</table>

3.4 Case Study

The proposed model is implemented in a government institution located in Jordan which was Jordanian Department of Statistics (JDS). As one of
the public institution in Jordan providing information to the public, it has the responsibility to carry out the mandate of the law. In this case, the information managed by JDS is spatial based information thus it has to organise the dissemination of data and information related to it. Therefore, social media can be used by the organization to support the improvement of geospatial information services for the community.

Centre for Research, Promotion and Cooperation is one of the unit in JDS which has the responsibility to manage the publication of geospatial information products and services. As the publication of geospatial information, this unit has made several efforts to improve the utilization of geospatial information for the community. One of them is using information technology to support geospatial information service. Currently, it has utilized internet network to provide service to the public. In addition to the corporate web (https://jordan.gov.jo) used to provide information and news related to the organization, the unit also provides a portal for digital map service. To improve relationships with the community, social media accounts has been created such as: Facebook (www.facebook.com/jordan.gov.jo?_rdc=1&_rdr), Twitter (@jordanegov), YouTube and Instagram.

In JDS, social media management conditions are still not managed. Social media is only used for sharing news, but still less utilised for interaction with users. The number of follower @jordanegov has reached 7,199 per May 20, 2018. However, the number of follower is not followed by the number of interactions with the follower. Based on Twitter @jordanegov statistics retrieved in May 2, 2018, it appears that engagement rate is very small, below 5%. This indicates not many people are interested in the presence of content @jordanegov. The statistics also shows that the number of replies is small for 988 within a year. Not much different with the number of retweets and likes, each of which only amounted to 255 and 238. This shows less interactive @jordanegov twitter to its follower. From the above information, the management of social media in JDS still need to be improved. Therefore, it takes social media management measures to be used to improve services to users of geospatial information.

4 RESEARCH METHODOLOGY

In this study, the methods of data collection were interviews, document studies and field observations related to actual conditions in the organization. Interviews with respondents are processed by some instrument consist of statements indicating current conditions and expectations. The interviews were carried out to the internal stakeholders of the institution with links to the management of social media and services at JDS. The first respondent is the Head of Research, Promotion and Cooperation Centre to find out the complete internal condition of the geospatial information service at JDS. The second respondent is Head of Promotion and Cooperation to find out more about the current state of social media management in JDS. We also conducted interviews with two experts in the field of social media to get more comprehensive feedback on the conditions in the organization and to identify opportunities, threats from external organizations related to social media management. The method of collecting strategic priority assessment data is questionnaires dissemination and filled by the respondents. Then, AHP analysis was used to priorities the strategies. The tools used for data processing are Super Decision software and Microsoft Excel.

4.1 Respondents

Interviews were conducted with two interviewees from the organization and two interviewees from external organizations in March and April 2017. The selection of interviewee is based on the relevance of their work to the research. The profiles of the respondents are:

1. Interviewee 1, Head of Research, Promotion and Cooperation Centre. This centre has the role as a service provider of geospatial information products and services to the community. Interviewee 1 has served the last two years so that it is quite familiar with the internal condition of the organization related to geospatial information services.

2. Interviewee 2, Head of Promotion and Cooperation. This unit is under the Research, Promotion and Cooperation Centre. Interviewee 2 has served for the last five years in this work unit. So far, the agency's social media management is under this work unit so that interviewee 2 understands the internal conditions related to the management of JDS social media.

3. Interviewee 3, Social Media Practitioner. Interviewee 3 is an information technology practitioner who has experience in the world of internet and social media in Jordan. He is the founder of an online transaction service provider in Jordan. He often invited to be speakers in social media-related discussions at national TV stations as well as in government institutions.
4. Interviewee 4, Lecturer. Interviewee 4 is a lecturer at the Centre for Training and Employment of the Ministry of Communications and Informatics. He also serves as a lecturer in the Education and Functional Training of Public Relations Institutions with a material focus in the field of social media.

4.2 Methods

The methods used in every steps of this research are described as follow;

a. Identification of internal factors: This step collects data on the strengths and weaknesses of the organization and the factors that support the implementation plan of social media strategies. The main data obtained through interviews with stakeholders in JDS. Supporting data is obtained by conducting studies on relevant documents related to the management of social media. The result of this step is a list of strengths and weaknesses related to social media management at JDS.

b. Identification of external factors: This step collects data on opportunities and threats from outside the organization. The main data obtained through interviews with stakeholders in JDS. Supporting data were obtained by conducting literature studies from related references and PEST analysis (Political, Economic, Social, Technological) for external factors. The outcome of this step is a list of opportunities, threats and external environmental conditions related to social media management.

c. Identification social media implementation goals: the purpose of this step is to identify social media management implementation objectives. The analysis was conducted by asking expert opinion and stakeholders regarding social media management objectives in JDS with reference related to social media management goals. The result of this step is the implementation goal of social media strategy at JDS.

d. Formulation of social media strategy: this step contains the process of formulating a strategy that refers to the results of analysis of internal and external conditions, and implementation goals. The result of this step is the prototype of JDS’s social media strategy of TOWS matrix which contains strength-opportunity, weakness-opportunity, strength-threat, weakness-threat strategies. The strategies formed are then grouped according to Karl Werder’s social media framework, scope, capabilities, governance.

e. Prioritization of social media strategies: this step aims to provide guidelines for the implementation of social media strategies. Priorities are formulated by ranking by stakeholders by the AHP comparison method. In addition, this step also contains the determination of value or Key Performance Indicator (KPI) to measure the success of strategy implementation. The results of this step are the priorities of social media strategies and the list of KPIs on social media management. The stages are 1) Respondents did pair comparison between each of strategic goals. 2) Respondents did pair comparison between each strategy within each strategic goal groups. 3) Combine the data respondents answer by averaging each value of the answer pair of each strategy using the GEOMEAN function in Microsoft Excel. The output of this stage is the geometric mean value of the respondent’s answers. 4) Enter the result data from stage 3 into the model in Super Decision software for AHP analysis.

f. Determine the roadmap of social media strategies: this step contains a process of defining the implementation of social media strategies based on a priority list of social media strategy implementations. The result of this step is the roadmap of social media strategy at JDS.

g. Review of the action: this step aims to validate the results of the previous steps. The review is done by re-verifying the results of social media strategy planning to stakeholders in JDS.

5 RESULTS AND DISCUSSION

5.1 SWOT and Strategic Goals

The first stage interviews with interviewee 1 and 2 was conducted to determine the internal condition of the organization and the implementation goals of organizational social media management. We also conducted the observations of the Geospatial Information Agency Strategic Plan 2016 - 2019 and the 2016 Product Satisfaction Assessment and Satisfaction Assessment Report. In addition, field observations were conducted to assess the social media conditions. The result of this stage is the draft internal organizational conditions related to strengths, weaknesses and implementation goals.
The second phase is an interview with interviewee 3 and 4 to define the external condition of the organization related to the management of social media. External conditions analysis is based on the PEST model to identify opportunities and threats from outside the organization. At this stage, the respondents also provide inputs to the weaknesses, strengths, and implementation targets identified in the previous stages. The results of this stage are the draft of opportunities, threats, and inputs related to implementation goals and internal organizational conditions. We also conduct a discussion with stakeholders to set implementation goals, strengths, weaknesses, opportunities and threats that will be used to formulate strategies. The result of this steps are the lists of strength, weakness, opportunity, threat that shows in Table 2 and the implementation goals of social media shows in Table 2.

Table 2: Strategic Goals Social Media Management

<table>
<thead>
<tr>
<th>Code</th>
<th>Strategic Goals</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SG1</td>
<td>Awareness</td>
<td>Social media is used to socialize the existence, activities, work programs, products and services provided by the organization to the community.</td>
</tr>
<tr>
<td>SG2</td>
<td>Engagement</td>
<td>Social media can increase the interaction and desire of the community to find out more information related to geospatial.</td>
</tr>
<tr>
<td>SG3</td>
<td>Complaint Handling</td>
<td>Social media is used to handle complaints from the public regarding the organization products and services.</td>
</tr>
</tbody>
</table>

5.2 Social Media Strategy Development

Strategy formulation is done by using TOWS matrix tool based on analysis result of internal and external condition of organization in previous stage consist of strength (S), weakness (W), opportunity (O) and threat (T). This matrix contains a strategy formula derived from a combination quadrant between strength-opportunity factors (SO), strength-threat factors (ST), weaknesses-opportunity factors (WO), and weakness-threat factors (WT). The process of strategy formulation refers to the recommendations of experts at the stage of interviews and discussions with stakeholders. The grouping of strengths and weaknesses based on the McKinsey 7S framework is used as a tool when coupling between strengths and weaknesses into a strategy. Grouping opportunities and threats based on PEST is used as a tool when pairing between opportunity or threat factors into one strategy. The McKinsey and PEST 7S grouping is also used when finding several similar strategy solutions from different combinations of quadrants. The strategy choice of which combination quadrant selected is done by considering the McKinsey 7S group and PEST which form the strategy. The results of the TOWS matrix strategy formulation are shown in Table 3.

Table 3: Results of formulation of TOWS Matrix of Strategy

<table>
<thead>
<tr>
<th>Opportunities (O)</th>
<th>Threats (T)</th>
</tr>
</thead>
<tbody>
<tr>
<td>O1 Social media technology is widely used by the community</td>
<td>T1 Public critical in choosing</td>
</tr>
<tr>
<td>O2 Geospatial information has its own audience segment</td>
<td>T2 Not many people know JDS yet</td>
</tr>
<tr>
<td>O3 Availability of social media monitoring media</td>
<td>T3 Hacking</td>
</tr>
<tr>
<td>O4 actual events related to geospatial information</td>
<td>T4 Counterfeit accounts</td>
</tr>
<tr>
<td>O5 The presence of social media agents (buzzers)</td>
<td>T5 Negative voice from the public</td>
</tr>
<tr>
<td>O6 Existence of offline community</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strengths (S)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>S1 JDS leader is very concerned with social media organizations</td>
<td>SO1. S2, O1: Increase social media activity by prioritizing social media platform with highest traffic</td>
</tr>
<tr>
<td>S2 Has a variety of</td>
<td>ST1. S2, T2: Increase social media activity</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ST2. S2, S4,</td>
</tr>
</tbody>
</table>
information delivery media
S3 Has a validation mechanism for website news
S4 Has a means of handling complaints by phone and email.
S5 JDS has an interesting work program
S7 JDS has connections with the academic community
S8 Quality service in terms of empathy is good
S9 Quality service in terms of customer support and complaint is good
S10 Information quality in terms of ease of understanding, and accuracy is good

Weaknesses (W)
W1 Do not have a dedicated unit that manages social media
W2 There are no related rules for social media
W3 There is no monitoring and reporting mechanism related to social media management
W4 The delivery of information through JDS social media is less controlled
W5 Technical resources of website system is less
W6 Social media management is not integrated with other centres
W7 There is no complaints handling through social media
W8 Limitations of the number of human resources in managing social media
W9 The ability of JDS human resources in social media management is uneven
W10 Information dissemination is based solely on activities, not much related to product and service
W11 Technical language in JDS activities is difficult to understand

O3: Build an integrated social media monitoring tool with phone & email complaint handling
ST3. S5, T2: Provide continuous dissemination of the benefits of JDS products
ST4. S3, T1, T5: Integrate of news validation mechanisms on websites with social media
ST5. S6, T1, T2: Share information about interesting events in the implementation of the work program
ST6. S8, S9, S10, T1, T2, T5: Provide empathetic, supportive, and easy-to-understand services in interaction with the community through social media

O4: Improve human resource competencies for service and interaction to the community through social media
O5: Implement monitoring and reporting mechanisms with the use of monitoring tools
O6: Implement social media management
O7: Support and account for social media
O8: Validate social media content
O9: Establish a mechanism for handling complaints through social media
O10: Improve the ability of popular scientific writing in social media content
O11: Create specific contents for different segments of society
O12: Create social media content
O13: Increase the amount of content that has value and relevance to the needs of the community
O14: Prioritize the public's desire for social media administrators
O15: Utilize agents to accelerate the dissemination of work program information
O16: Create a team to validate

T5: Create a listening mechanism of social media content from the community
TST3. S5, T2: Provide continuous dissemination of the benefits of JDS products
TST4. S3, T1, T5: Integrate of news validation mechanisms on websites with social media
TST5. S6, T1, T2: Share information about interesting events in the implementation of the work program
TST6. S8, S9, S10, T1, T2, T5: Provide empathetic, supportive, and easy-to-understand services in interaction with the community through social media

WO2. W4, O4: Establish a team to validate
WO3. W9, W15, O1, O3, O4: Improve human resource competencies for service and interaction to the community through social media
WO4. W3, O3: Implement monitoring and reporting mechanisms with the use of monitoring tools
WO5. W6, W8, W10, O1, O4, O5: Synergize main account with other central accounts in social media management
WO6. W7, W14, O1: Create a mechanism for handling complaints through social media
WO7. W4, W6, W10, O2: Create specific contents for different segments of society
WO8. W11, O1, O2, O4: Use popular scientific language in social media content
WO9. W15, T1, T5: Prioritize the public's desire
5.3 Social Media Strategy Framework

The strategy formulation that has been formed in the TOWS matrix is then grouped according to the scope, capability, and governance framework. The process of grouping strategies is conducted through discussions with stakeholders. Furthermore, initiatives are established to implement these strategies. The capability dimension is a key component of the framework that contains the objectives of social media management. The formulation of social media strategy related to social media activity is shown in Table 4.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>TOWS Items</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1</td>
<td>WO7</td>
<td>Create specific contents for different segments of society</td>
</tr>
<tr>
<td>S2</td>
<td>ST5</td>
<td>Share information about interesting events in the implementation of the</td>
</tr>
</tbody>
</table>

The scope dimension is a component that contains the scope of social media management. This dimension consists of actor, platform, and interaction and the strategies are shown in Table 5.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>TOWS Items</th>
<th>Dimension</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>S7</td>
<td>WO1</td>
<td>Actor</td>
<td>Establish a dedicated social media management unit</td>
</tr>
<tr>
<td>S8</td>
<td>WO2</td>
<td>Actor</td>
<td>Establish team to validate content</td>
</tr>
<tr>
<td>S9</td>
<td>WT5</td>
<td>Actor</td>
<td>Establish a team for handling negative voice from public</td>
</tr>
<tr>
<td>S10</td>
<td>SO4</td>
<td>Actor</td>
<td>Utilize agents (buzzers) to accelerate the dissemination of work program information</td>
</tr>
<tr>
<td>S11</td>
<td>SO6</td>
<td>Actor</td>
<td>Use leaders and employees as agents (buzzers) to speed up information dissemination</td>
</tr>
</tbody>
</table>
The governance dimension is a component that contains governance of social media management. This dimension consists of resource management, risk management, and value. The strategies are shown in Table 6.

### Table 6: Strategy in Governance Dimension

<table>
<thead>
<tr>
<th>Strategy</th>
<th>TOWS Items</th>
<th>Dimension</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>S20</td>
<td>WT2</td>
<td>Resource management</td>
<td>Create social media management guidelines</td>
</tr>
<tr>
<td>S21</td>
<td>WO5</td>
<td>Resource management</td>
<td>Synergize main account with other central accounts in social media management</td>
</tr>
<tr>
<td>S22</td>
<td>WO3</td>
<td>Resource management</td>
<td>Improve human resource competencies for service and interaction to the community through social media</td>
</tr>
<tr>
<td>S23</td>
<td>WT7</td>
<td>Resource management</td>
<td>Improve the ability of popular scientific writing in social media content</td>
</tr>
<tr>
<td>S24</td>
<td>ST4</td>
<td>Resource management</td>
<td>Integrate of news validation mechanisms on websites with social media</td>
</tr>
</tbody>
</table>
The last aspect of the governance dimension is the value. This aspect consists of the Key Performance Indicator (KPI) of social media management based on the matrices derived from the literature study. KPI serves to measure the success of the implementation of social media management for a certain period. The process of determining KPIs is conducted through discussions with stakeholders. The performance indicators that have been formulated are shown in Table 7.

Table 7: Key Performance Indicators of Social Media Management

<table>
<thead>
<tr>
<th>No.</th>
<th>Strategic Goals</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1   | Exposure        | - The number of website visits increased by 7% per month  
       |                 | - Average number of Facebook content reads, Twitter content impression, Youtube content view, Instagram content view increased 13% per month |
| 2   | Reach           | The growing number of Twitter followers, Facebook fans, Youtube subscribers, Instagram followers increased by 5% per month |
| 3   | Engagement      | Number of likes, share, comment of Facebook content; like, retweet, reply of Twitter content; like, comment of Youtube content; love, comment of Instagram content increases 5% per month |
| 4   | Insight         | - Percentage of number of complaints handled 80%  
       |                 | - Speed of complaint handling <5 hours  
       |                 | - Satisfaction of the public on information services through social media organizations minimum 3.5 (Likert Scale 1-5) |

The last aspect of the governance dimension is the value. This aspect consists of the Key Performance Indicator (KPI) of social media management based on the matrices derived from the literature study. KPI serves to measure the success of the implementation of social media management for a certain period. The process of determining KPIs is conducted through discussions with stakeholders. The performance indicators that have been formulated are shown in Table 7.
5.4 Social Media Strategy Prioritization and Road Map

This stage aims to determine the roadmap of the implementation of the strategies that have been formulated. Roadmap determination is based on the priority value of each strategic objective, and each strategy within a strategic target group. In order to determine implementation priorities based on strategic objectives, the strategic formulation that has been established within the framework is mapped according to their strategic objectives.

The strategic priority assessment analyses the importance of the strategies which divided into 3 strategic objectives that have been formulated, namely: awareness, engagement, and complaint handling. Priority assessment uses the intensity scale of interest from Saaty & Vargas (2012). Figure 2 shows the structure of the AHP hierarchy and grouping of strategies according to the strategic objectives applied in data processing to obtain the priority value of the strategy.

Table 8 shows the priority level of the strategy presented in several columns. The greater value of the analysis results, mean that the element has a high priority level. The value of inconsistency below 0.1 means there is no need for improvement in the assessment of pair comparison. The strategic goal group hierarchy has an inconsistency value of 0.00477. In the next hierarchy, SG1 Group: Awareness have inconsistency: 0.05008, SG2 Group: Engagement has inconsistency: 0.03527, and SG3: Complaint Handling has inconsistency: 0.07579. Overall and groups hierarchies showing an inconsistency value below 0.1 which means it can be said the assessment results are valid.

Table 8: Results of Strategies Prioritization

<table>
<thead>
<tr>
<th>Strategic Goal Group</th>
<th>Group Priority</th>
<th>Strategy Priority Within the Group</th>
<th>Overall Strategy Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>SG1: Awareness</td>
<td>0.2383 76</td>
<td>S2 0.0856 64</td>
<td>0.0204 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S5 0.0735 44</td>
<td>0.0175 32</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S6 0.0524 34</td>
<td>0.0125</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S7 0.0709 14</td>
<td>0.0169 04</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S10 0.1336 03</td>
<td>0.0318 48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S11 0.1107 55</td>
<td>0.0264 02</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S12 0.0166 83</td>
<td>0.0039 76</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S13 0.0734 82</td>
<td>0.0175 16</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S20 0.1012 28</td>
<td>0.0241 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S21 0.0542 63</td>
<td>0.0129 36</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S24 0.0652 17</td>
<td>0.0155 46</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S28 0.0368 57</td>
<td>0.0087 86</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S29 0.0436 98</td>
<td>0.0104 16</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S30 0.0379 38</td>
<td>0.0090 44</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S31 0.0437 2</td>
<td>0.0104 22</td>
</tr>
<tr>
<td>Inconsistency: 0.05008</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| SG2: Engagement      | 0.3129 24      | S1 0.1292 55                       | 0.0404 46                 |
|                      |                | S3 0.0671 17                       | 0.0210 02                 |
|                      |                | S4 0.1411 5                        | 0.0441 7                  |
|                      |                | S08 0.0969 81                      | 0.0303 48                 |
|                      |                | S14 0.0613 66                      | 0.0192 02                 |
In the Complaint Handling Group, the S19, S16 and S9 strategies have the three highest ratings. Strategy S19 contains about giving priority to society's desire in response to negative voice from society. This suggests that society should be a top priority in responding to complaints coming through social media. S16 is a strategy related to listening what people are talking about JDS and geospatial information. The listening mechanism is considered important because by knowing the opinions and wishes of the community, JDS can make improvements to the quality of service and products and determine the steps to be done in the future. The S9 Strategy contains the formation of a negative community handling team. This can be interpreted to handle a negative vote required by one voice from the agency, to reduce the likelihood of issuing false statements to the public.

The Overall Strategy Priority column shows the strategy priority level against the rest of the strategies. The priority value of this strategy is the result of an AHP analysis that considers the importance of the strategic goal group and the priority value of the strategy within the group. From the values of the analysis results, can be determined what strategies will be prioritized to be applied first.
6 CONCLUSION

This study aims to formulate a social media strategy framework that appropriate with the conditions in government sector which already use the social media, but the interaction rate is still low. There are three stages to define the prioritise the strategies. The first stage is the assessment of current condition which evaluate the implementation objectives, external condition, service quality and information quality. The objective defined was engagement, awareness and complaint handling. The second stage is the development of social media strategy which utilise the SWOT analysis and the social media strategy. This stage defined the strategies from various dimension such as scope, capability and governance. The last stages defined the prioritization of strategies implementation.

Complaint handling is the most important objective that need to be addressed in the organization that already use the social media with low rate of interaction. This result is aligned with the condition of social media utilization in the organization which have a low rate of interaction with the public. Firstly, organization need to respond to the public especially respond to their complaint or question through social media. This practice would help to achieve the other objective such as awareness and engagement level. Public will aware of the organization existence if the organization actively respond to them and eventually increase the engagement level.

7 FUTURE WORK

Based on the process by the researcher and the limitations faced in completing this research, the suggestions that can be submitted in this research are:

1. Further research may involve more respondents from different scientific and diverse backgrounds of experience to gain a broader view of the management of social media.
2. Further research can involve users of the organization's social media services directly to get deeper information about the user’s wishes of the service.
3. Implementation of this social media strategy requires many steps of change and adjustment within the organization. The full commitment and support of the leadership and all relevant employees is needed to make this social media strategy work.

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REFERENCES:


