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SOCIAL MEDIA AS A JUST-IN-TIME-MARKETING--KNOWLEDGE-DIFFUSION TOOL ON THE EXAMPLE OF IT SECTOR

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Abstract. In connection withthe emergence of the concept of participatory design (also known as co-design) in the 1960s, or later concepts of crowdsourcing and community of practice (that were further consequences of the development of the aforementioned concept) attention must be drawn to the so-called social media applied by innovative companies (for example of the studied IT sector) in their holistic model of marketing knowledge management forcreation, maintenance and activation of processes of knowledge diffusion with broad group of stakeholders in real time. The paper includes an expanded version of the holistic model of marketing knowledge management that was described in previous publications of the author. It emphasised the element of social media as tools of knowledge diffusion in just-in-time system as applied by IT sector leaders both in the subsystem of knowledge diffusion of knowledge among customer and the subsystem of knowledge diffusion among cooperator.

Key words: crowdsourcing, social media, just-in-time-marketing-knowledge-diffusion, knowledge management model

INTRODUCTION

Social media have played an important role in the process of knowledge diffusion, which has been observed for example in IT sector. The purpose of this article is to identify the definitions and the place of Social Mediaand connected categories in IT business ecosystem, inselected IT leaders and their cooperators, in the area of IT holistic marketing knowledge management. This is because a broad range of SM applications andthe key position of Promoters of network relationships with IT sector are assumedin

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the model in the process of knowledge diffusion,particularly with reference to some groups of customers. In the article a critical analysis of literature is conducted in the area of studied category and qualitative method of empirical studies (case study) is applied for practical illustration of described processes and phenomena. In the initial stage of the research, promoters of systemic/networking products have been selected through the review of experiences and using the criterion of their position on Polish market. They include IBM, Intel, HP, Microsoft, and Apple. Then their network partners, especially distributors, and cooperators outside the network have been determined and sub-networks of partners have been selected. In the period between 2000 and 2015, the author regularly analysed the content of Internet webpages of selected entities and authorised press/sponsored interviews presented in IT magazines, including Computerworld, IT Manager, CIO and others.

KNOWLEDGE CO-CREATION IN COMMUNITIES OF PRACTICE

In the 1960s there occurred the concept of participatory design also known in the USA as co-designing, consisting in engagement of many entities (i.e. workers, partners, customers, consumers and society) in the process of designing of values for the purpose of its better adjustment to expectations of actual and potential recipients' [Bødker 1996]. The notion of crowdsourcing is the consequence of development of this category. It is defined as the process of acquisition of desired values through participation in the group, particularly in on-line social group in a larger degree than in traditional teams of workers or cooperators. The notion is a combination of the words crowd and outsourcing which represent the meaning of the notion that was created by Jeff Howe and Mark Robinson. In 2008 Daren C. Brabhan defined crowdsourcing as a method of on-line problem solving and a model of value creation. Enrique Estelles-Arolasand Fernando Gonzales Ladron-de-Guevara [2012] formulated its definitely more accurate definition describing crowdsourcing as a type of participating activity mostly in on-line system that consists in inviting to undertake a task, and is directed at people, institutions, organisations and companies of diversified level of knowledge in a particular area. The participation has an equivalent nature, expressed by the possibility to start working, gain knowledge and/or experience, and financial profits. Henk van Ess also draws attention to the need of feedback effect and ethical dimension of crowdsourcing, while emphasising that it is a way to solve a problem that should be available for all its co-creators [Claypole 2012].

The notions of community in action or communities of practice (CoP) emerged on these grounds. They are described as groups of entities most often connected with each other informally by common skills and interests, in a joint venture [Kimble et al. 2001]. The groups may develop naturally or they can be created intentionally in on-line form or in reality for the purpose of knowledge accumulation. This phenomenon was described for the first time by Jean Lave and Etienne Wenger in 1991. It was then defined by Wenger in 1998, as a special area of activity, a jointenterprise undertaken by its participants, constantly re-negotiated on a common ground [Clark and Brennan 1991] that is a platform of information exchange. It is a notion combining three terms: mutual

engagement, joint enterprise and shared result. Community members determine standards of creation of cooperation-based relationships through participation. These relationships connect community members in social and/or business entity. The platform of agreement enabling creation of shared resources is created through interactions between community members [Wenger 1998]. Also in further works by Wenger it is noticed that communities of practice are groups of people participating in community activity that experience constant creation of their shared identity through engagement and contributes to development of specific practice for their community [Wenger et al. 2002].

Communities of knowledge can take the traditional, real and/or virtual form. Because of virtualisation of the environment of functioning of entities, the concept of community of knowledge or communities of practitioners finds its place in the concepts of NoP (Network of Practice), OCoP (Online Community of Practice) and VCoP (Virtual Community of Practice), that are more developed in comparison with CoP.

Network of Practice is the concept created byJohn Seely Brown and Paul Duguid [2000]. It emerged on the basis of J. Lave's and E. Wenger's concept of the Community of Practice. Brown's and Duguid's concept of NoP (Network of Practice) model is called the model of fast knowledge diffusion and its assimilation in a broad environment which already suggests characteristics of application of just-in-time concept. The model refers to a group of various types of informal social relationships that favour exchange of information in virtual or electronic way. Information exchange for the purpose of execution of task/work (and not because of common interests, hobbies etc.) by entities of various professions is the reason for emergence of network. This is a distinguishing feature of NoP. Brown and Duguid [2000] describe communities of practitioners as NoP subnetworks where relationships between entities have a very close character, mainly because of also observed face to face relationships. Far more casual relationships occur between NoP entities in electronic or virtual reality [Vaast 2004]. The lack of control mechanisms resulting for example from organisational hierarchy is one of the features distinguishing NoP from working groups established in organisational structures of an enterprise/network. Their composition that can be made of several people, but also includes thousands of electronic network users, whose membership is not formally limited, is another feature of NoP. Participation in NoP is individually determined. Neither knowledge seekers nor its authors are sure about the range and durability of relationships.

Online Community of Practice (OCoP), also called Virtual Community of Practice (VCoP), is a community of practitioners developed through the Internet, but of slightly more predictable and structured character. According to the definition, in view of Lave and Wenger [2007], OCoP must include all active participants who are practitioners and experts in a particular area. The members acquire knowledge in the process of learning and through relationships with the group, which result fromsynchronic interactions [Wenger 2001]. Virtual Community of Practice provides virtual space in which people participate, without language, geographical and cultural borders [Gray 2004] – Table 1.

Their establishment by entities that aim at development of own knowledge through exchange of ideas and solutions with entities that have unique skills and key competences in a particular problem area [Gongla and Rizzuto 2001] that constitutes their internal and/ /or close environment, is a characteristic feature of all communities of knowledge. In the case of marketing knowledge communities, special attention should be paid to customers,

Table 1. Characteristic features of community of knowledge

Feature	NoP (Network of Practice)	CoP (Communities of Practice) NoP subnetwork	OCoP/VCoP (Online Community of Practice/Virtual Community of Practice)
Type of relationship	informal non-durable uncertain indefinite scope of cooperation	Formal and/or informal, engaged, of a definite structure	predictable, structured
Goal	exchange of information for the purpose of task implementation, fast knowledge diffusion	creation of shared resources/undertakings/effects, shared identity	acquisition of knowledge through learning and relationships with the group
Entities in the structure	communities of practitioners acting in direct relationships and entering on-line relationships with other communities	entities of common or partly-common skills and interests, entering on-line and/or offline relationships	practitioners and experts in a particular area
Control mechanisms	none	standards of formation of cooperation-based relationships	partial
Form of relationships	face-to-face in communities of knowledge, on-line relationships between communities	direct and on-line relationships	on-line

Source: Own study.

competitors and cooperators, as participants and creators in communities of knowledge[1], with whom the so-called just-in-time contact is possible thanks to social media.

As it is claimed by the system creator, S. Shingo, possession of required resource (knowledge in this case) when needed, reducing time spent on its acquisition and/or diffusion, and the goal accomplishment at minimum cost result from JIT system assumptions, [1992]. Hoyt [1996] suggested implementation of the principles of JIT inventory system to business education, which in discussed case concerns knowledge diffusion. It is the

[1] Results of studies conducted by IBM in 2010 show that 95 of the so-called leading organisations in the nearest five years will focus on proximity to customers and enhancement of relationships with them, and in the case of 57% studied companies it is highly probable that they will let their workers use social media and those supporting team work. Real effects of knowledge communities for selected companies include: (1) Berlitz (USA) Corporation applies software for operating portals and network social contacts as the basis for their solutions supporting cooperation in real time. Consequently it effectively breaks the barriers in traditional communication and can create high-quality products faster. (2) Construction company VCC (the USA) equipped its project managers with IBM solution supporting team work, which significantly contributed to 40% increase in the value of new contracts over the last year. (3) Celestica (the USA), the producer of electronic components takes the opportunity to increase labour efficiency after implementation of solution supporting team work. One of such options brought savings reaching 40 million USD to Celestica Company.

method of acquisition ("pull") and diffusion ("push") of knowledge in specific time, i.e. when such a need occurs, and, what is more, thanks to interactive character and broad availability of social media, among others[2].

TECHNOLOGY TOOLS IN THE JUST-IN-TIME-MARKETING--KNOWLEDGE-DIFFUSION

Together with the emergence of Web 2.0 concept, already in 1999, knowledge management evolved towards larger significance of participation of people and entities from outside the company and outside the network of the closest cooperators. Web 2.0 website[3] allows the users to interact and cooperate in social media, asopposed to passive behaviour of people viewing the content of webpages. Increase in popularity of the notion of Web 2.0 has been observed since 2004 when during the first Web 2.0 conference, John Battelle and Tim O'Reilly described Internet users as generators of webpages content and value co-creators. It is referred to as the so-called collective intelligence. According to the concept of McAfee from 2006, this trend of evolution in knowledge management is defined as Enterprise 2.0. However there is still an on--going dispute [Lakhani and McAfee 2007] if the concept Enterprise 2.0 is a temporary fashion or if it brings real usability to the future of knowledge management [Davenport 2008]. Certainly this concept causes fundamental changes in communication between people, and companies gained a new method of cooperation with business partners and customers. QQ, Facebook, Twitter WeChat, Ozone and others are indicated as the most popular Web 2.0 services (Table 2).

It also needs to be noticed that marketing specialists perform increasingly larger role in making decisions concerning investments in IT solutions[4] that favour knowledge management. In their views, problems associated with effective use of the potential of social media in the sphere of communication with customers (43%), and more extensive application of mobile platforms (42%), among others, have the key significance for effectiveness of marketers' work. Share of 55% responding companies admit that they use modern technological solutions to collect and process information about customers effectively (Table 3). A lot of companies declare intention to increase expenditures on investments in electronic marketing channels, particularly social networks (79%), modern mobile marketing (79%) and Internet advertising (70%), within the next 12 months.

[2] Social media are a type of activity in the network based on communication of people and social networking groups in interactive way, at participation of all interested parties in broadly – accessible, public, unlimited way, without delay in time [Kazanowski 2010]. Social media application for the area of marketing started to be called Social Media Marketing [Podlaski 2011].

[3] Social networking services, blogs, wikis, video-exchange areas, hosting services, Internet applications, mashups and folksonomies are examples of Web 2.0 [O'Reilly 2005].

[4] Results of studies conducted on 91 Polish companies, at the request of Polish branch of Microsoft Company and Związek Pracodawców Branży Internetowej IAB Polska [Association of Internet Sector Employers IAB Poland] entitled *Wyzwania CMO 2014. Dokąd zmierza marketing?* [2014] [IAB Polska 2014].

Table 2. Users of social media in statistics in the world in 2014

Social media	Type	Registered users	Monthly active users	Source
Line	instant messaging	500 000 000	170 000 000	http://linecorp.com/en/press/2014/0402714
Instagram	social network	n.a.	300 000 000	http://blog.instagram.com/post/104847837897/141210-300million
Google+	social network	n.a.	300 000 000	http://googleblog.blogspot.it/2013/10/google-hangouts-and-photos-save-some.html
Twitter	social network	n.a.	316 000 000	http://files.shareholder.com/downloads/AMDA-2F526X/0x0x841607/E35857E7-8984-48C1-A33B-15B62F72A0F7/2015_Q2_Earnings_press_release.pdf
WeChat	instant messaging	n.a.	600 000 000	http://www.tencent.com/en-us/content/at/2015/attachments/20150812.pdf
Qzone	social network	n.a.	659 000 000	http://www.tencent.com/en-us/content/at/2015/attachments/20150812.pdf
Facebook Messenger	instant messaging	n.a.	700 000 000	http://www.forbes.com/sites/abigailtracy/2015/06/12/facebooks-messenger-app-hits-700-million-users/
Whatsapp	instant messaging	n.a.	800 000 000	https://www.facebook.com/jan.koum/posts/10153230480220011
QQ	instant messaging	n.a.	843 000 000	http://www.tencent.com/en-us/content/at/2015/attachments/20150812.pdf
Facebook	social network	n.a.	1 490 000 000	http://investor.fb.com/releasedetail.cfm?ReleaseID=924562
LinkedIn	social network	380 000 000	n.a.	https://press.linkedin.com/site-resources/news-releases/2015/linkedin-announces-second-quarter-2015-results

Source: http://vincos.it/social-media-statistics (accessed: 17.09.2015).

Table 3. Challenges facing marketing in views of respondents in the context of application of IT tools

Marketing challenges	Responses (%)
Increase in conversion of marketing activities into sales	76
Application of the potential of social media services in communication with customers	43
"Mobilisation" – application of mobile platforms in marketing activities	42
Increase in activity in online channel	42
Integration of activities conducted in traditional and electronic channels	40
Establishment of relationships with customer communities and their engagement in innovation processes	34
Implementation of solutions allowing for providing measurements of marketing effectiveness	29
Implementation of solutions automating marketing activities (marketing automation)	28
Integration of information about marketing activities with customer databases	19
Acquisition of competences in the sphere of electronic channels and analytics within marketing team	17
Streamlining cooperation with external suppliers and agencies	14
Improvement of quality of communication inside organisation	12

Source: Wyzwania CMO 2014. Dokąd zmierza marketing?" [CMO challenges. Where is marketing going?] [IAB Polska 2014].

Furthermore, modern channels of marketing communication are located on top of priority investment list – digital channels[5] are the first seven marketing channels that the planned investments concern (Table 4).

Table 4. Application of social media in companies

Scope of the study	Poland			USA, WB, Canada, Australia	World	Europe
Source	Connect – *Social Enterprise 2012 Report*		Deloitte – *Social networking Business 2012*	Social Media Examiner 2013	Livefyre 2013	Eurocom Worldwide 2012
Portal name	% of studied companies that have their profile in particular SM		% of studied companies present in SM	% of studied companies present in SM	% of studied companies present in SM	% of studied IT companies present in SM
	of the total	of those that have a profile on SM				
Facebook	35	97	86	92	93.4	64
You Tube	15	42	38	56	59.9	56
Twitter	7	19	18	80	93.4	67
Google+	6	17	23	42	53.9	–
GoldenLine	3	8	20	–	–	–
Nk	3	8	10	–	–	–
LinkedIn	2	6	30	70	59.9	73
Blog (corporate)	2	6	15	58	–	39
Pinterest	–	–	–	41	38.5	–
Foursquare	–	–	–	11	–	–
Total	36		–	97	–	–
Respondents	company workers		marketing experts	marketing experts	company representatives	managers and supervisors of IT companies
Sample size	200		71	n.d.	182	286

Source: Own case study on the basis What IT does marketing invest in? [IT Manager 2014].

Generally such a situation allows for formulating conclusions about large significance, awareness of this significance, with reference to management of knowledge, also the marketing one, with the use of IT tools, including social media.

[5] Over 1.1 thousand marketing specialists of various levels, starting from managers of marketing departments and people making key decisions, through management of middle level and ordinary workers representing enterprises operating in nine key economy sectors of 19 European countries, including Poland took part in the study *What IT does marketing invest in?* [IT Manager 2014].

SOCIAL MEDIA IN HOLISTIC MODEL OF MARKETING KNOWLEDGE MANAGEMENT IN ENTITIES OF IT SECTOR

Holistic Model of Marketing Knowledge Management[6] identified in IT sector research is a structure composed of three major subsystems of knowledge marketing: subsystem of competences inside organisation and inside network, knowledge of competitor and cooperator, and the subsystem of customer/user subsystem. According to Demerest's, the model is characterised by social context and concerns social interactions that provide the model with its open nature. Each of the subsystems constitutes a set of procedures, infrastructure, technical and managerial tools started for the purpose of creation, sharing and development of knowledge resources. All three subsystems consist in social interactions repeated in more or less controlled way in some cases and based on knowledge transfers in specific communities of practice (Fig.).

In the diagnosed holistic model of marketing knowledge management social media are tools of implementation of the process of knowledge diffusion by leaders of IT products sector both in the subsystem of relationships with customer and the competitor. Activities in this sphere are expressed in multiplicity of forms and methods of knowledge diffusion in social media, such as blogs and communities[7]. There are forums and discussion groups, geolocalisers, microb-blogs, opinion services, price comparison websites, portals and corporate services. Benefits resulting from participation in community of knowledge

[6] More on this subject in the author's publications [Sztangret 2014, 2015a, b].

[7] For example: 1/147 specialist communities, e.g. IBM PureData-Enzee Community, IBM PartnerWorld Community, Industry Solutions Business Partner Community, IBM Security Community, IBM Asset and Facilities Management Community, IBM Cloud Computing community, IBM Software Community, The Worldwide IBM InfoSphere Community, IBM Service Management community, The Worldwide IBM ECM Community, ICS Business Partner Community Middle East and North Africa Business Partner Community, IBM Solutions for Smart Business, Nordic IBM Managed Service Providers Community, IBM Energy Management Community, Worldwide Websphere Business Partners Community; 2 Apple Support Communities, 63 Glocal Mac User Group/ /knowledge communities (Austrian Macintosh Online Community, Mac OS Mailing Environment, Internet Only Macintosh Users Group, MacAttorney, University of Chicago Macintosh User Group, The Macintosh Guild, History and Macintosh Society, MacLaw, Digital Video Professionals Association, Apple Online Junkyard, American Airlines MUG, Apple League, Boston BBS of Virtual Harbor, JeuxMac.com, Fielding Institute Mac User Group, GUM-BCN (Macintosh de Barcelona), InterMactivity, PowerSchool Users Group, PlanetMUG, AUG Luxembourg, Macintosh News and Information, MacFreak® Interactive, Club Mac-Net Puerto Rico, Est. 1998, Mac User Group Long Island, MacSverige, iMacChat, MacCommunity, Billpalmer.net Macintosh User Group, Mac Mentor – Internet Mac Users Group, Spymac User Group, A2Central.com, Virtual Mac, PinoyMac.org, Maclist.net, The Different District, MUGnetwork.com, MacCoil, Grupo de Usuarioen Linea Infomac, BBR All Things Macintosh, MacInsider, Christian Macintosh Users Group, International Internet Mac User Group, Iranian Mac User Group, Spider-Mac Apple User Group Italia, Worlwide/Philippines Mac User Group, Mac Owners Support Group, Logic Users Group, MacForum – Comunitatear Mac, The Apple Groups Team, Team MacOS X, MAC1, GentleMac, Final Cut Pro User Group Sweden, Mac uporabnikiSlovenije, ElmaSuyu, MacMap, Thessaloniki Mac User Community, Louisiana Cajun Cutters, Aperture Users Professional Network, Mac User Group Argentina, apple.spot.ee, MacLife.gr Greece, Macanudos).

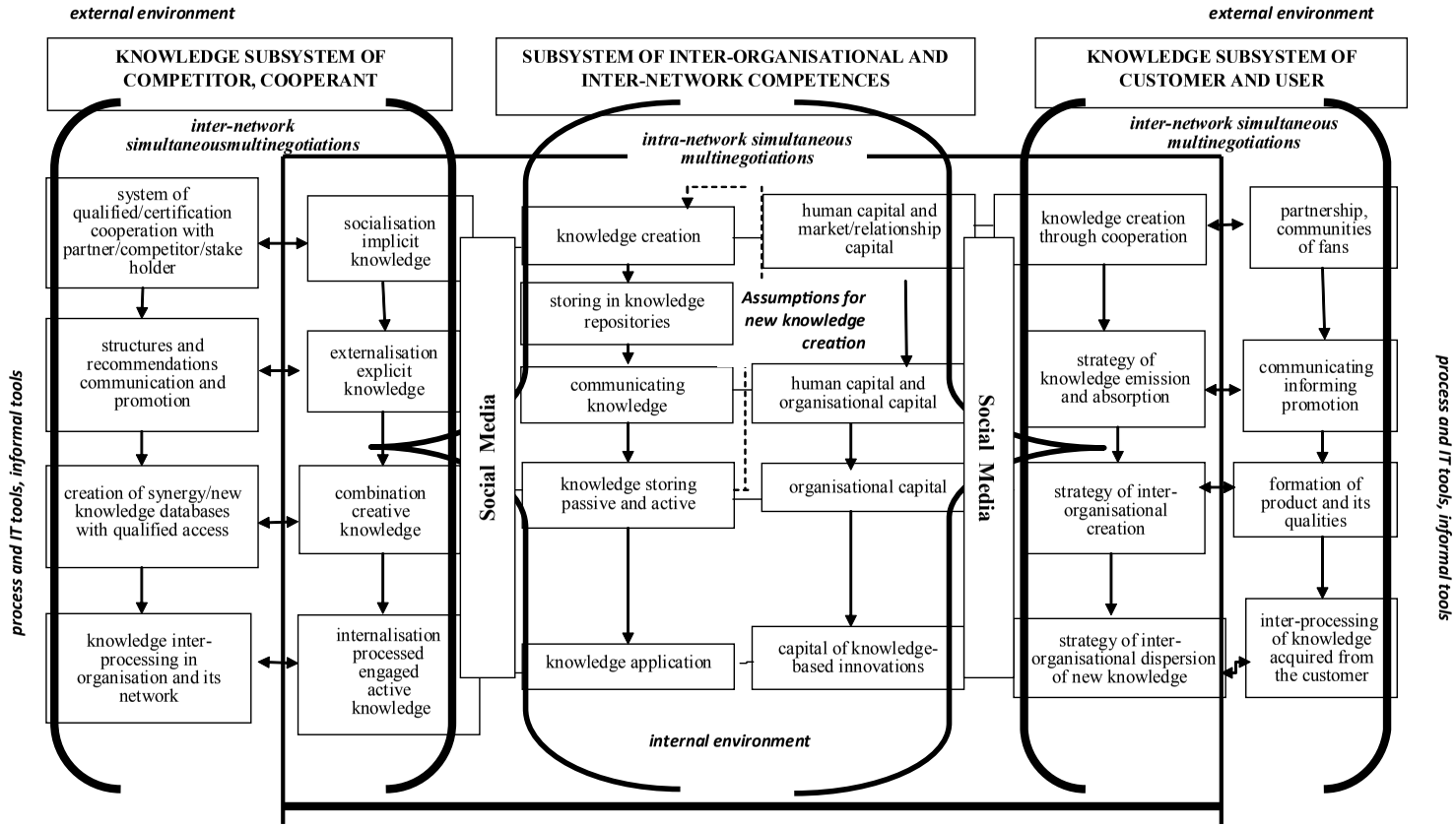

Fig. Social media in open holistic model of knowledge management in knowledge community in hypermedia environment of IT sector entities

Source: Own case study.

also have a mutual nature (Table 5). Benefits resulting from application of social media include those of economic, financial, but also of image-related, sales-related, communicative and competitive character among others. There is also a group of IT companies that are sceptical about application of at least some social media as communication tools. They indicate too large time engagement in running a blog (39% respondents) as the main reason why they do not apply corporate blogs as a communication tool. Almost a third of them (32%) stated that they do not see any benefits of blogging for their corporations [Eurocomworldwide 2013].

Table 5. Benefitsresulting from participation in social media by subsystems

Subsystem of firm and co-operant knowledge community	Subsystem of customer knowledge community
Reduction of risk of wrong decisions	
Access to customers' knowledge about the company and its offer	Access to knowledge of other customers
Immediate reaction to market needs	Immediate satisfaction of needs of market innovator
Reduction of costs of customers' acquisition and increase in the sales	Relatively simple and cheap method of acquisition of information about the company and product
Formation of own community of opinion leaders	Feeling of belonging to the group
Exposition of the range of values in virtualised way	Access to broad range of values in virtualised way
Information about demand on specific technological	Access to technological knowledge
Recruitment	Workplaces consistent with interests
Improvement in quality	Influence on product quality and parameters / / co-creation
Establishment of awareness and position through making customer satisfied	Greater probability of customer satisfaction
Protection of reputation in crisis situation	Current contact in crisis situation
Access to knowledge about competitor	Possibility to compare offers

Source: Own case study on the basis of opinions of Studied IT leaders and others [*How IT Professionals…* 2010, Deloitte 2013 *Why It Takes…* 2015, Anggono 2015].

CONCLUSIONS

Social media are an important instrument of knowledge diffusion applied by companies in domestic and global dimension, including companies of studied IT sector. It is a way of implementation of the concept of participatory design with an active role of cooperator and customer who are the entities of just-in-time knowledge transfer while participating in communities of knowledge in social media. All studied entities, the leaders of IT sector are creators and participants in such communities also beside other entities of this sector. Apart from several sceptical opinions, multitude of benefits resulting from this method of implementation of knowledge diffusion in both subsystems of holistic model of marketing knowledge management in opinions of studied entities must be emphasised.

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MEDIA SPOŁECZNOŚCIOWE JAKO NARZĘDZIE JUST-IN-TIME-MARKETING-KNOWLEDGE-DIFFUSION NA PRZYKŁADZIE SEKTORA IT

Streszczenie. W kontekście rozważań nad powstałą w latach 60. ubiegłego wieku koncepcją participatory design (znaną również jako co-design) czy późniejszymi koncepcjami crowdsourcing i community of practice (będącymi konsekwencjami ewolucji powyższej) na uwagę zasługują tzw. media społecznościowe wykorzystywane przez innowacyjne firmy (np. badanego sektora IT) w ich holistycznym modelu zarządzania wiedzą marketingową dla stworzenia, podtrzymania i aktywizacji procesów dyfuzji wiedzy w czasie rzeczywistym, z szerokim gronem interesariuszy. Artykuł zawiera uszczegółowioną wersję holistycznego modelu zarządzania wiedzą marketingową, opisanego we wcześniejszych publikacjach au-

torki, z wyeksponowanym elementem mediów społecznościowych jako narzędzia dyfuzji wiedzy w systemie just-in-time, stosowanego przez liderów sektora IT zarówno w podsystemie dyfuzji wiedzy z klientem, jak i podsystemie dyfuzji wiedzy z kooperantem.

Słowa kluczowe: crowdsourcing, media społecznościowe, just-in-time-marketing-knowledge-diffusion, model zarządzaniawiedzą

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