SOCIAL MEDIA IN STRATEGIC MANAGEMENT

EDITED BY

MIGUEL R. OLIVAS-LUJÁN
Clarion University of Pennsylvania, Clarion, PA, USA

TANYA BONDAROUK
School of Management and Governance,
University of Twente, Enschede, The Netherlands
Contents

List of Contributors ix

Strategic Management and Social Media: The Leading Edge xi

1. Digital Behaviors and People Risk: Challenges for Risk Management
   Andy Phippen and Simon Ashby 1

2. Leveraging Social Media Technology for Business Transformation:
   The Case of Corporate Social Communities
   Richard L. Gruner, Damien Power and Paul K. Bergey 27

3. Strategic Management and Social Media: An Empirical Analysis of
   Electronic Social Capital and Online Fundraising
   Raymond Henry and Lisa Bosman 43

4. Disentangling the Strategic Use of Social Media in the Insurance Industry:
   A Value Co-Creation Perspective
   Manuel Castriotta, Paola Barbara Floreddu, Maria Chiara Di Guardo
   and Francesca Cabiddu 63

5. You Might Be Reputable But Are You “Liked”? Orchestrating Corporate
   Reputation Co-Creation on Facebook
   Anna K. Zarkada and Christina Polydorou 87

6. Social Media as a Strategic Tool: Going Beyond the Obvious
   Poonam Arora and Carolyn E. Predmore 115

7. Increasing Dynamic Capabilities of Health Organizations with
   Social Media
   Ricky C. Leung 129

8. Social Media Champions — Drivers and Sophistication Process of
   Social Media Strategic Management
   Lukasz M. Bochenek and Sam Blili 143
Markus Ernst, Alexander Brem and Kai-Ingo Voigt

10. Social Media as Marketing Strategy: An Explorative Study on Adoption and Use by Retailers
Carlota Lorenzo-Romero, Efthymios Constantinides and María-del-Carmen Alarcón-del-Amo

11. Global Talent Management in Multinational Corporations and the Role of Social Networks
Huub Ruël, Tanya Bondarouk and Lena Dresselhaus

12. Culture and Social Media: Exploration of Differences Between the United States and Japan
Satoko Suzuki and Kosuke Takemura

Pramila Rao