Social Media as a Modern Tool of Project Management

Investigation of the impacts social media tools have on the role of project manager

Master's Thesis in the Master's Programme International Project Management

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Social Media Manager. Source: Big Idea SEO Services Social Media Marketing Company (2017). Available from: http://www.bigideaseo.com/Social-Media-Manager-services.
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ABSTRACT

The current global business environment is highly competitive and people have to adapt fast to the changing needs and requirements that in turn requires innovative and cost-effective ways of communicating, collaborating and sharing knowledge. Nowadays, social media has not only become an essential part of our society but it also evolved into a powerful tool that is shaping the way people practice project management. In order to ensure successful deliveries of projects, project teams and project managers are investing in various social media tools to add value to projects.

The research sought to define the use of social media tools in project management within the creative sector in Sweden, and investigate the impact these tools might have on project managers. The study has explored the tools deployed in creative project management environment, the extent to which the following tools are used, as well as challenges and benefits project managers encounter with when implementing social media at work. The main research problem of the study is: "*What social media tools are prevalent in the field of project management nowadays, and what attitude project management professionals express towards them?*"

The study applies a qualitative research method approach, including nine face-to-face semi structured interviews with project management professionals within different divisions of the creative sector in Sweden. Primary data is supported with the findings obtained through an online questionnaire. The outcomes of the two methods of data analysis are combined to gain a deeper understanding of the current social media trend in the context of creative project management.

The researchers found that social media is indeed a useful tool for project managers; however, people still find it quite challenging to fully rely on social media tools when managing projects. The impact of social media is extensive, and different tools come with their own diverse benefits and drawbacks, which need to be considered first in order to ensure the most effective and beneficial outcome out of social media implementation. As social media is constantly evolving, in order to successfully put social media tools into action and make it work for a project it is important to continuously educate professionals regarding new trends and opportunities for social media at the workplace.

Key words: social media, project manager, social media tools, creative sector, communication

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Preface

First of all, we would like to express our gratitude towards our supervisor at Chalmers University of Technology, Viktoria Sundquist for supporting us through this journey and for always keeping it positive. Your input into our project is invaluable.

Second of all, we would also like to take an opportunity to thank each person who helped us to carry out this study and shared their experience with us. We are grateful to be given a chance to meet so many wonderful and interesting people, and to have a better perspective of different parts of the creative industries.

We would also like to thank our families and friends for being our backbones – for being there for us for all these months and for coping with our emotional outbursts and concerns.

Last but not least, we would like to thank our classmates, Nathalie Arrman and Emma Björk for giving us their support and constructive critique during the opposition, which helped us to look at our study from a different perspective and improve our work.

Göteborg June 2017

Anastasia Levchenko and Julia Vivien Volz

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Glossary

Conceptual Skills   Conceptual skill is the ability to see the enterprise as a whole including recognizing how the various functions depend on one another and how changes in one part can affect all the others. (Katz, 1974, pp.91-93)

Emotional Intelligence (EQ)   Emotional intelligence is the ability to monitor one's and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. (Salovey and Mayer, 1990)

Project Lifecycle   A project lifecycle is the series of phases that a project passes through from its initiation to its closure. In general, there are four phases: Initiation, Planning, Execution and Closure. However, they may vary depending on the project or organization in particular. (PMI, 2013; Kerzner, 2013)

Project Management   Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. (PMI, 2013)

Project Manager   Project manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives (Project Management Institute, 2013).

Project Success   Kerzner (2013) identified that success is aimed at meeting customer's requirements within the constraints of time, money, and quality.

Social Media   Social media is a group of applications that allow the creation and exchange of User Generated Content (Kaplan and Haelein, 2010). In other words, a social media website is one that allows for interaction between its visitors and hosts and that on a real-time basis (McDonald and Meldrum, 2013).

Traditional Methodology/ Project Management   Traditional methodologies are based on a series of sequential steps to design, implement and execute a project. It is seen as a linear model, where one well-defined phase follows after another, and once the step is completed it is not supposed to be revisited. (Charvat, 2003; Canty, 2015)

1 Chapter One

Chapter 1 serves as an introduction to the degree project where the background to the problem and the aim of the thesis are presented. It also discusses limitations and the choice of methodology to accomplish the project goal. The chapter also gives an overview of the structure of the thesis report.

1.1 Telecommunications and projects

As the world was evolving on the industrial scale, technological achievements began to affect project constraints and improve project outcomes. Telecommunications allowed to make a communication easier and faster, automotive industry granted projects with mobility and effective resource allocation. With the significant advancement of computer technology, core project management tools, such as CPM or PERT, quickly became popular and sneaked into most industries. Since 1980s, computers have been able to offer fantastic opportunities to make the processes of management and control more efficient, and project management techniques more accessible. Nowadays, when the Internet is taking over and changes are made at the significant speed, the project environment is trying to find new ways of dealing with complex projects in a more productive and efficient way.

The current global business environment is highly competitive; therefore, people must adapt fast to the changing needs and requirements. In order to achieve this, one has to find innovative and cost-effective ways of communicating, collaborating and sharing knowledge. To ensure successful deliveries of projects, project teams and project managers are investing in various social media tools to add value to their project management activities. (Mafaz, 2012)

1.2 Social media

The increasing availability of high-speed Internet access helped the creation of social networking sites, which then shaped the term ''social media'' and the prominence it has today. Since the beginning, social media websites have been more and more spread and slowly became a significant part of people's everyday lives. To date, popular social media have an enormous reach with millions of users across the world (see Figure 1.1). The use of social media ranges from communicating with friends and colleagues at work over to sharing and co-creating knowledge, as well as spreading opinions and experiences. The possibilities and benefits for managing projects faster, better and more efficient seem to be enormous.

LEADING SOCIAL NETWORKS
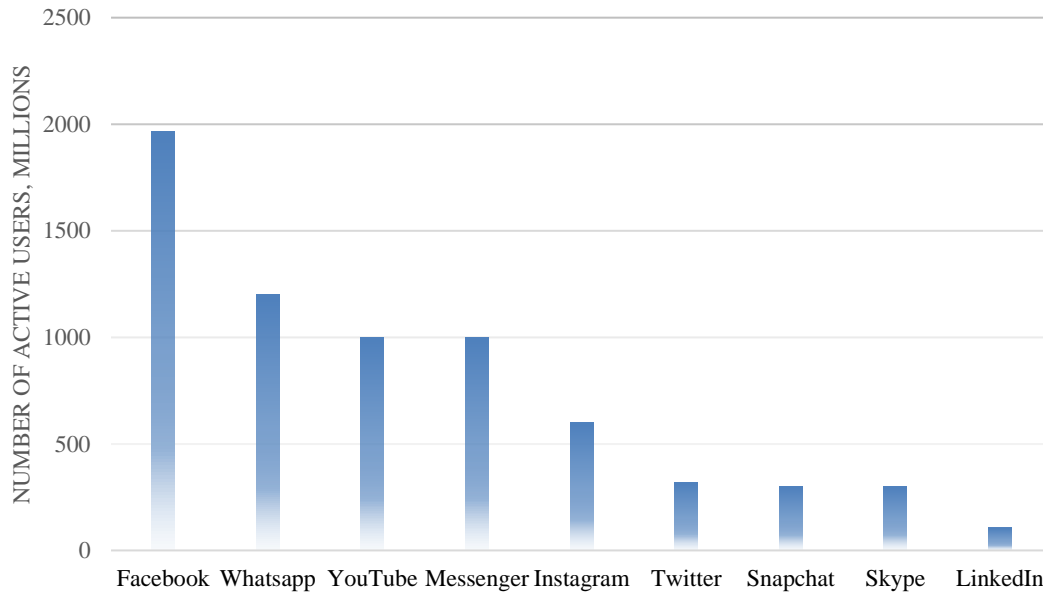
Figure 1.1   Leading global social networks as of April, 2017 ranked by number of active users. (Adapted from Statista, 2017)

Nowadays, social media has not only become an essential part of our society but it also evolved into a powerful tool that is creating a new and vibrant paradigm shaping the way people practice project management. It has become an important mean to create new opportunities for collaboration, engagement and exploration of new markets. Social media brings communication, both internal and external, to a new level thus revealing the new possibilities and challenges for project managers.

Being an outstanding leader has always been a challenge. As social media moves away from its status of a "buzzword" to a strategic tool, more professionals are developing skills related to this online communication technology. According to Michailow (2016), nowadays project managers are required to be to a greater extension aware of media perception, the power of technology and to project a consistently professional image. Globalization is pushing project leaders to think differently, adept new communication trends and methods, and keep up with the speed of social media, while continuously dealing with the 24/7 face of leadership. (Michailow, 2016)

1.3   Creative industry

Nowadays, all over the world different types of businesses are aiming more and more of their attention and efforts at creativity and innovation, as well as creating 'a complete experience' for the consumer. The term 'creative industries' describes a number of different economic activities with individual creativity and talent at their heart, and "*which have a potential for wealth and job creation through the generation and exploitation of intellectual property*" (DCMS, 2001, p.4). Department for Culture Media and Sport (2015) has recognized nine creative sectors as follows:

1. Advertising and marketing;
2. Architecture;

3. Crafts;
4. Design, including product, graphic and fashion design;
5. Film, TV, video, radio and photography;
6. IT, software and computer services;
7. Publishing;
8. Museums, galleries and libraries;
9. Music, performing and visual arts.

The Knowledge Foundation (cited in Nielsen, 2008) refers to the Swedish definition of the creative industries as the type of industries that include "people and companies with a creative approach whose primary purpose is to create and/or deliver experiences in some form" (p. 15).

Being in charge of a creative project and supervising a team composed of strong creative minds is not quite the same as managing a team of software developers or a construction crew. Creative industry is full of bright, talented individuals and businesses that make the industry quite energetic, progressive and visual. Valdellon (2016) identified three essential principles to successfully manage projects based on creativity:

• Empathy;
• Outstanding communication skills;
• Proper tool.

However, creative sectors are not an exception when it comes to social media involvement. Particular industries can immensely benefit from introducing social media into their business, and the creative sector is one of them. The Internet has already revolutionized the way the creative industries operate, and there are so many more significant changes yet to come.

1.4   Aim of the study and research issue

The authors have discovered that there is a current gap in the literature that analyses and explains the benefits, challenges and other issues that project managers encounter while using social media tools to bring their projects to life. Therefore, the need to investigate the impact of social media tools on the project success and the role of a project manager has been identified.

This master thesis will look into how social media phenomenon is used by professionals in creative industry to increase knowledge sharing and make collaboration and communication more efficient for the project management objectives. Therefore, this study has surveyed project managers from different areas within creative industry (i.e. marketing and advertising, public relations, entertainment, etc.) about their use of social media tools and their perception on the growth of social media trends in practice.

The aim of this study is to investigate how social media tools are deployed within 'creative' project management, and how those tools impact on the role of the project manager. Therefore, the research of issues in this study are:

● How project managers are engaging with social media in their everyday business environment?

- What is the combination of skills needed for project managers within the context of social media?
- What are the current social media tools used in project management environment?
- What features make social media a valuable and beneficial tool for project managers?
- What impact do social media tools have on project success indicators?

1.5   Structure of the study

The current study consists of two main parts - theoretical and empirical. In the first section, the authors thoroughly review theoretical information and statistics found in books, articles from scientific journals, and the Internet sources, explain theoretical concepts and highlight current trends in relation to social media adoption into project management.

Chapter 1 makes an introduction to the degree project and gives the background to the problem, from which the aim of the thesis is derived. The following section provides a quick background to how social media can be applied in a professional setting and why it is interesting to take a closer look at this topic. The introduction finishes off with a road map for the reader on what to expect from this report. Chapter 2 provides a theoretical foundation that helps to better understand the problem that this thesis is intended to explore. The following chapter provides the explanation of what social media is, introduces basic theory about project management and its most crucial components, and gives the arguments for why social media is so vital for project management these days.

The second part of the study contains the description of the research methodology, including the information about data collection, sampling and data analysis. The following part reveals empirical findings which are collected through the qualitative research methods applied, particularly personal interviews with a variety of professionals involved in working with social media and project management.

In Chapter 3, the authors describe the method of the research chosen for the following study, the research design and the tools used. Data collection procedures and sampling techniques are explained further in the following chapter. In addition to it, the validity and reliability of the study is discussed. Chapter 4 provides an overview of the results retrieved from the series of semi-structured interviews with people specialized in project management, and prepares the basis for the empirical analysis. Chapter 5 evaluates the data provided in Chapter 4, compares it to the theoretical material discussed earlier in the study, and interprets the results for the further conclusions to be made.

Chapter 6 closes the study by providing the summary of the research, highlighting discussions and making relevant conclusions of the study.

2   Chapter Two

Chapter 2 intends to lay the foundation of the theory that is essential to understand the problem that this degree project aims to explore. This includes basic theory about project management and its most crucial components, explains what social media is and how it has found its way into the project management.

2.1   Social media

The history of social media started in 1979, when Tom Truscott and Jim Ellis from Duke University created the Usenet, a worldwide discussion system that allowed Internet users to post public messages. About 20 years prior, one of the earliest social networking sites - ''Open Diary'' - was brought to the world and gave an opportunity for online diary writers to gather together into one community. At the same time, the term was then condensed into ''blog'' a year later after one blogger jokingly transformed the noun ''weblog'' into the sentence ''we blog.'' The increasing availability of the high-speed Internet access further helped the concept to gain popularity and lead to the creation of social networking sites, which then shaped the term ''social media'' and the prominence it has today.

Since the beginning, social media websites have been more and more spread and slowly became a significant part of people's everyday lives. The mobile and web-based technologies create collective and highly interactive platforms where one can share, co-create, deliberate and alter user generated content (Kietzmann et al., 2011). Today, people seem to have reached a new level of communication: one that simplifies, shortens and might display totally wrong perceptions of a person or a business (Kietzmann et al., 2011).

To date, a variety of social media platforms exists with diverse scope and functionality (Kietzmann et al., 2011). Some focus more on professional networking, such as LinkedIn and others have the niche more on the private life of its user, as in the case of Facebook, whereas YouTube, and Flickr, focus on shared videos and photos and present the media sharing type. Another form of social media that have become incredibly popular are blogs, since they are rather easy to create and maintain, whether for everyday people to professional writers, photographers or even celebrities. The overall increase of range and influence of social media has become an important source of public opinions and it appears that corporate communication has been democratized. Now the power is no longer in the hands of marketing and public relations professionals, but more and more in those of individuals and communities that consume blogs, share, create, and tweet. (Kietzmann et al., 2011)

2.1.1   Social media tools

Scott Brown (2012) identified a variety of categories to distinguish between different social media tools that help to make it easier to understand and use them. While these tools have features from several of these categories, the focus tends to be primarily aimed at the following categories of social media tools:

- Networking
- Publishing
- Blogs and microblogs
- Social search engines

- Video/audio/images.
- Collaboration
- Wikis
- Communication
- Games and virtual worlds

These tools provide some of the richest resources for business and competitive information (Brown, 2012).

2.1.1.1 Networking

In this category of social media tools the aim is to connect with others and therefore they are the most social of all tools. The most dominant ones include (see Table 2.1):

Table 2.1   Social media networking tools.

Icon	Name	Definition and characteristics
	Facebook	- A *free* social networking site; *Functions* available for *registered* users: to create profiles, to upload photos/videos, to send messages, etc.; - Most commonly used to *stay in contact* with friends, family and colleagues; - Available in *37 different languages*; - Public features: marketplace, groups, events, pages and presence technology; - Remains remarkably *successful* globally and still *expands daily*. (Rouse, 2017)
	LinkedIn	- A social networking site, *free* for a *basic* membership; - Specifically designed for the *business* community; *Aim:* to allow registered members to establish and document networks of people they know and trust; professionally or aim to work with - Member's *skills, experience and education*, plus network news feeds displayed in the profile; - Unlike other networking sites requires connections to have a *pre-existing relationship.* (Rouse, 2017)
	Google Plus	- A social network of the US company Google Inc.; - The world's *second largest* social network; - Google+ is *integrated with other Google applications*, such as Gmail, Google Maps, Google Drive and Google Calendar. (Rouse, 2017)

2.1.1.2 Publishing

They allow for individuals or many authors to publish their writings. Usually, publications are written in a personal or journalistic format and style. Some of the most recognized tools are blogs, which allow to publish unlimited length of entries. They often include video and images in posts and link to other sites and blog postings as well (Brown, 2012). Table 2.2 illustrates some of the good examples of modern blogs.

Table 2.2   Social media publishing tools.

Icon	Name	Definition and characteristics
	WordPress	• A *free open source* publishing software; • Either *installed locally* on a web server and viewed on a proprietary web site *or hosted in the cloud* and viewed on the WordPress web site; • Became a *full content management system* with widgets, plugins and customizable themes. (Rouse, 2017)
	Dapulse	• A *web-based* project management and team collaboration *tool;* • *Cloud*-based; • Best suited *for small to midsize* organizations; • Project members are allowed to *communicate, create* a knowledge base, *share* files, images, designs and other specifications; • It *can be integrated with other tools*, such as email, Google Drive, Dropbox, Google Calendar and others; • It is *possible to customize* it according to needs. (dapulse Software, 2017)

2.1.1.3 Microblogs

Microblogs (see Table 2.3) usually contain a limit of length for an entry. For example, one of the most known microblog Twitter limits an entry down to 140 characters. Similar to blogs, images and other sites can be linked and it can be compared to text messaging online. (Brown, 2012)

Table 2.3   Social media microblogging tools.

Icon	Name	Definition and characteristics
	Twitter	• A *free* social networking microblogging service; • Registered members are able to *broadcast* short posts called '*tweets*' and *follow* other users' tweets by using multiple platforms and devices; • Anyone can follow anyone on public Twitter - *no request approval* needed; • Members can add *hashtags* to a keyword in their post in order to connect tweets in a conversation; • Tweets are *limited to 140 characters* and remain permanent and searchable in public. (Rouse, 2017)
	Yammer	• A *private* microblogging and collaboration platform for *enterprise* social networking; • *Only* enables members to connect with members that belong to *the same email domain* • It allows *private communication* between corporate employees; • It has a graphical user *interface similar to Facebook*; • Nowadays also offers a *premium membership* version, for a small license fee, that includes features such as Twitter integration and private and public groups. (Rouse, 2017)

2.1.1.4 Video/audio/images

The following group of tools provides places to share and find videos, audio or images. These sites can be used to search for particular content, people or organizations (see Table 2.4).

Table 2.4   Social media video-/audio-/image-based tools.

Icon	Name	Definition and characteristics
	YouTube	• A *free* video-hosting website • Allows members to *store* and *serve* video content; • Members and website visitors can *share YouTube videos on a variety of web platforms* by using a link or by embedding HTML code. (Rouse, 2017)

Icon	Name	Definition and characteristics
	iTunes podcasts	• An *episodic series* of digital media files; • *User settings* (i.e. new episodes are automatically downloaded); • The usage is intended for computer *or other mobile devices*. (Apple, 2017)
	Flickr	• An *image/video hosting website* and web services suite; • Users *share* and embed personal photographs *with an online community*; • The service is widely used by *photo researchers and bloggers* that host images in order to embed them in blogs and other social media. (Yahoo! Inc., 2008)

2.1.1.5 Collaboration

These tools allow people to work together and mainly focus on collaborating and sharing information. This category entails social bookmarking tools and wikis. Social bookmarking tools enable users to tag articles, links, websites and other online sources with keywords that make it easier to find them. (Brown, 2012) Table 2.5 gives examples of social bookmarking tools.

Table 2.5   Social media bookmarking tools.

Icon	Name	Definition and characteristics
slack	Slack	• A *cloud-based* team collaboration tool; • The name is an *acronym* for "Searchable Log of All Conversation and Knowledge"; • *Initial aim:* organizational communication, *nowadays*: a community platform • Organizations now use it *instead* of previously used message boards or social media tools such as *Facebook or Whatsapp*. (Eugene, 2016)
EVERNOTE	Evernote	• A *cross-platform, freemium* <u>app</u> designed for taking notes, organizing, and archiving; • Allows users to create a *"note"*: potentially a piece of formatted text, a full webpage or webpage excerpt, a photograph, a voice memo, or a handwritten "ink" note • Notebooks can be added to a stack while notes can be sorted into a notebook, tagged, annotated, edited, given comments, searched, and exported as part of a notebook. (Evernote, 2015)

The most frequently used collaboration tool is Evernote. It was designed specifically for users on the go who wish to find, capture, organize, and archive information across multiple platforms. The company's tagline: "Capture anything, remember everything" is a reflective of the product's functionality, that enables users to take notes, including handwriting, clip webpages, upload images, create to-do lists,

schedule reminders and deadlines, and record voice memos. In comparison to its competitors, including Simplenote, Google Keep, Microsoft OneNote and Fetchnotes, Evernote seems to have the advantage of providing a user-friendly editing and browsing interface that is packed with features assisting the average user in taking notes, staying organized, and increasing productivity (Peltier-Davis, 2015).

2.1.1.6 Communication

Communication tools help users to communicate via text, voice, and/or video messaging (see Table 2.6). Usually, multiple users are able to communicate at the same time, and many tools allow to share of documents and multimedia files, such as video and photos.

Table 2.6   Social media communication tools.

Icon	Name	Definition and characteristics
	Skype	- An *IP telephony service provider*; - Offers *free* calling between subscribers and *low-cost* calling to people who are not using the service; - Allows to *transfer* files, *texting*, *video* chat and *videoconferencing*. - The service is available for desktop *computers, notebooks* and tablets and other *mobile devices*, including mobile phones. (Rouse, 2017)
	Whatsapp	- A freeware cross-platform and end-to-end encrypted instant messaging application for smartphones; - With the *use of the Internet*, it allows to make voice calls, video calls; the sending of text messages, images, GIF's, videos, documents, user location and audio files (Metz, 2016)

2.1.1.7 Lifecasting

Lifecasting can entail live video streaming, and can lead to the always online broadcasting of your life. Lifecasting in its extreme could be seen as the end of the social networking spectrum: continuous broadcast of a person, a room, or a life. Table 2.7 provides a more thorough description of the lifecasting tools.

Table 2.7   Social media lifecasting tools.

Icon	Name	Definition and characteristics
	Snapchat	- An *image messaging* and multimedia mobile application; - Pictures and messages are *only available for a short time* after they are inaccessible; - It evolved into a *mix of private messaging and public content*, including brand networks, publications, and live events. (Gillette, 2014)

	Facebook Live	• A *lifecasting feature, launched* in 2015; • Enables users to *broadcast live video streams* using the Facebook Mentions app; • The live broadcasts are *automatically saved* as a video post to the streamer's page. (Bell, 2016)
	Instagram Stories	• *Snapchat-like* feature, launched in 2016; • Allows users to take photos, add effects and layers, and add them on their Instagram story; • The uploaded images in a user's story e*xpire after 24 hours*; • The *added live video functionality* allows users to broadcast themselves live, with the video disappearing instantly after ending. (Constine, 2016)

As social tools incorporate more cross-functionality, these categories are not always clearly delineated, and likely will become less so in the future. Facebook includes gaming and also has location functionality such as Foursquare, as well as microblog capabilities, like Twitter. The platform Google Plus has a feature called Hangouts, which allows a video conference for groups of up to ten people. The goal for the above categorization is not to provide definitive categories for each tool, but to look into the primary functionality of each tool, in order to better understand them and choose the right ones for the following research.

2.1.2 Social media application

According to a survey by McKinsey & Company conducted in January 2015, the use of technologies on mobile devices continues to steadily rise. The survey states that much of executives see their employees use at least one social tool on their mobile phones. The overall trend demonstrates a higher use of social tools on smartphones rather than on tablets. The mobile use becomes increasingly prevalent for certain employees. Predominantly employees in marketing, sales, and IT most often are mobile users (see Figure 2.1), they also work on the business processes where social tools are most integrated in their daily work. Nearly all executives believe that social technologies could affect some key changes in structural and management processes and the use of social could democratize decision making. The predictions of fully networked organizations are that the organization's formal hierarchy would become flatter or disappear altogether. (Bughin et al., 2017)
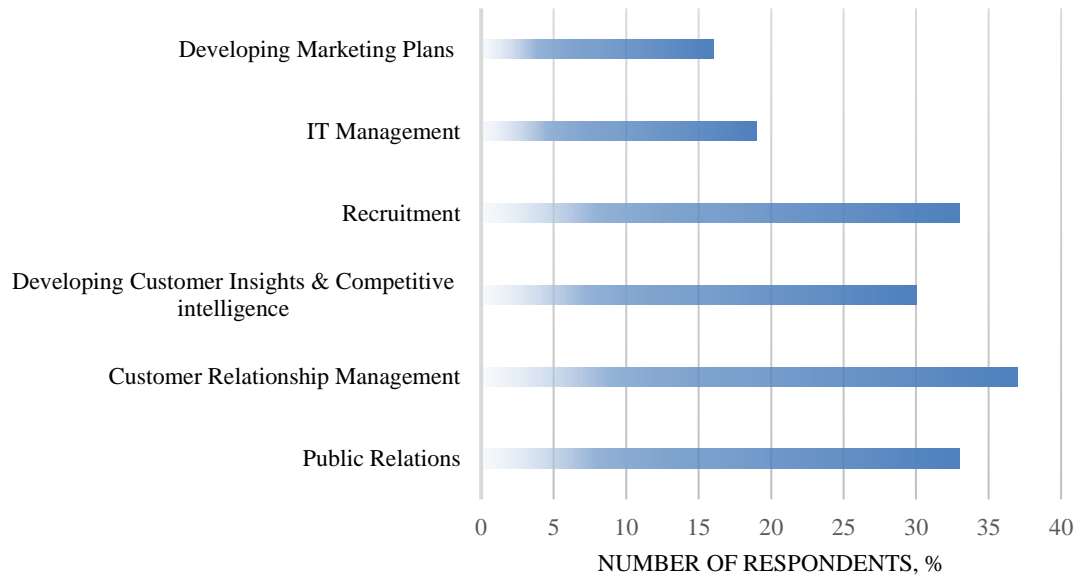
Figure 2.1   Organizational processes in which social media technologies are used. (Adapted from Bughin et al., 2017)

2.1.2.1 Building blocks of social media

Kietzmann et al. (2011) identified seven functional blocks of social media, that define and examine the specific facets of the social media user experience and its implications for firms. These building blocks are neither mutually exclusive, nor do they all have to be present in a social media activity, they are constructs that allow to make sense of how different levels of social media functionality can be configured. The seven building blocks consist out of the identity, conversations, sharing, presence, relationships, reputation, and groups (see Figure 2.2). (Kietzmann et al., 2011)

| **PRESENSE** The extent to which users know if others are available | **RELATIONSHIPS** The extent to which users relate to each other | **REPUTATION** The extent to which users know the social standing of others | **GROUPS** The extent to which users are irdered of form communities |

| **IDENTITY** The extent to which users reveal themselves | **SHARING** The extent to which users exchange, distribute and receive content | **CONVERSATIONS** The extent to which users communicate with each other |

a. Social Media Functionality

PRESENSE	RELATIONSHIPS	REPUTATION	GROUPS
Creating and managing the reality, intimacy and immediacy of the content	Managing the stuctural and flow properties in a network of relationships	Monitoring the strength, passion, sentiment, and reach of users and brands	Membership rules and protocols

IDENTITY	SHARING	CONVERSATIONS
Data privacy controls, and tools for user self-promotion	Content management system and social graph	Conversation velocity, and the risks of starting and joining

b. Implications of the Functionality

Figure 2.2   Seven functional building blocks of social media: a) social media functionality; b) implications of the functionality. (Adapted from Kietzmann et al., 2011)

Identity

The following block represents the identities users reveal in a social media setting including personal information (i.e. name, age, gender, profession, location) and information that portrays users in some specific ways. According to Kaplan and Haenlein (2010), the presentation of a user's identity can often happen through the conscious or unconscious 'self-disclosure' of subjective information such as thoughts, feelings, likes, and dislikes. Therefore, as a result users and social media sites have different discourse preferences and goals.

Many social media platforms require users to set up profiles, and with that help them to create a sort of identity This has led to the formation of secondary services that are allowing users to store their online social identities in one place. What once had been the business card now evolved into a social media profile card, where users market their different identities and encourage to follow them.

As identity constitutes the core for many social media platforms, privacy becomes one of the major implications. Users tend to have serious concerns about how secondary firms use their information as a source for data mining and surveillance (Kietzmann & Angell, 2010). As a result, some users developed identity strategies (e.g. real identity versus virtual identities), while others focus on self-promotion or self-branding. However, this does not suggest that firms should insist on profiles that are complete or accurate. In order to protect their privacy, people tie different identities to the context of the different social media platforms they use. The key lies in selecting social media tools - a careful balance between sharing identities and protecting privacy; the wrong mix can lead to a lack of accountability among users, encourage cyber-bullying, and pave the way for off-topic and off-colour comments.

Communication

Usually social media tools are designed to facilitate conversations among individuals and groups. There are different reasons for interaction to happen: people tweet, blog, et cetera to meet new like-minded people, to build their self-esteem, or to share new

ideas or trending topics. Other people might also see it as a way to impact on humanitarian causes, environmental problems, economic issues or political debates (Beirut, 2009). The enormous number and diversity of conversations taking place in a social media setting call for format and protocol implications for firms which seek to host or track the conversations. (Kietzmann et al., 2011)

Sharing

Sharing refers to the extent to which users exchange, distribute, and receive their content. Social media basically consists of people who are connected by a shared object, such as text, video, picture, sound, link or a location. Based on the study by Kietzmann et al. (2011), there are at least two fundamental implications for sharing that are relevant for all firms with an ambition to engage in social media. First, there is the need to evaluate what objects of sociality the users have in common or identifying new objects that can mediate shared interests of these users. These objects are essential to create something the people can connect with collectively (Kietzmann et al., 2011).

Presence

In virtual worlds, status lines such as 'online' or 'offline' give users information about the other user's current availability. It can act as a sort of bridge between the real and virtual world. Across all networks, such as Facebook, Twitter and Instagram, users are able to share and post their status updates at all time, showing presence to their community and friends. However, presence is not relevant for all the networks out there. For instance, being online on LinkedIn does not matter. Presence is also strongly linked to conversations and relationships. Based on Kaplan and Haenlein (2010), social media presence is influenced by the intimacy and immediacy of the relationship medium, and the higher the level of social presence the more likely it is to make conversations more influential.

Relationships

The following block addresses the extent to which users can be related to one another. As an example, LinkedIn does allow their users to see 'how linked' they are to others and how many degrees of separation they have from their 'target' member, which could be an employer they want to meet. LinkedIn created a referral system in order to introduce users to users - a chain of friends-of-friends to come closer to the intended person, which helps fostering on relationship building. On other platforms such as Twitter and Youtube, relationships do not matter that much. Here the general rule applies: if social media communities do not value identity a lot, they also do not value relationships a lot (Kietzmann et al., 2011).

Reputation

Reputation comes in different shapes depending on the type of social media platform. Quite often the reputation of a user is built on trust, but since information technologies are not yet good enough to determine qualitative criteria the tools usually rely on so called 'mechanical Turks', in other words tools that automatically aggregate user-generated information to determine trustworthiness. As an example, LinkedIn uses the reputation of an individual based on endorsements of other users.

Nevertheless, reputation on social media follows not only people but also their content, that is usually evaluated through content voting systems. Reputation on Youtube takes a shape of 'view counts' or 'ratings'; whereas reputation on Facebook is determined through 'likes' and such. What is important to consider, is the fact that people can follow as many users as they want and they usually do not have a reason to 'unfollow' anyone. In order to measure reputation and its value, metrics and rating systems matter to evaluate the quality of an individual's contribution. There are social media service sites, such as Social Mention search and Socialblade, which compile user-generated content from all existing social media platforms and show detailed growth statistics and even predicts how much money they got in a single day, month, or year (Kietzmann et al., 2011; Urban Dictionary, 2016).

Groups

This functional blog is representing the groups in social media, taking the form of communities and sub communities. Groups on social media forums are not just a list of users, they usually have a variety of permissions, activities and a specific content. A group could also act as a sort of filter to keep track of the huge traffic social media is generating constantly. For professionals, it is key to study exactly what type of groups their community or business would support and how these should affect their engagement. (Kietzmann et al., 2011)

2.1.3 The 4 C's of social media

In order to be able to develop a social media strategy for monitoring, understanding, and responding to different social media activities, the '4 C's' - cognize, congruity, curate, and chase - are useful to look at as sort of a guideline (see Table 2.8).

Table 2.8   The 4 C's of social media. (Adapted from Harrin, 2010)

Cognize	Congruity
• Recognize and understand the social media environment; • Pay attention to main influencers; • Collect competitive intelligence.	• Develop strategies in line with social media functionalities and business goals; • Focus on activity that facilitates needs of the business; • Keep track of metrics to evaluate success.
Curate	**Chase**
• Act as curator of social media interactions and content; • Choose an online representative of the business; • Develop policies that outline and preserve different forms of social media engagement.	• Listen, engage, and respond appropriately; • Follow conversations and other interactions that include a particular firm, brand, product, or individual; • Track progress with social media analytics tools like Social Mention and Google Alerts.

2.1.4 Why social media is important for project management?

Among different areas of project management, one seems to stand out as the most essential one when delivering successful projects - good communication. Many project managers have already been using numerous online tools designed specifically

for business purposes in order to enable easy access to the essential documents. However, freely accessible social media tools allow for a different solution to the same issues and bring real benefits over using the 'old-school' methods. According to the study initiated by Harrin (2011), more than two thirds of 181 project management participants claim social media to be a key issue for their industry. Most of the project managers see networking, collaboration and communication to be the most significant benefits of social media, while also expecting financial benefits.

Social media does not solely consist of Facebook, Twitter and Instagram - it also includes numerous blogs, online document repositories, podcasts and so on - all of which can help to embellish project communication. When looking at project management and social media tools, LinkedIn and instant messaging tools, Podcasts and webinars are good as training tools, especially for project managers who want to enhance their project management skills (Harrin, 2011). During project delivery, useful tools are Wiki, blogs and RSS are the most appropriate (Merwe, 2012). For virtual project teams, blogs are ideal for sharing project information. Instant messaging tool like WhatsApp offer real-time communication with their instant message delivery.

"Project managers and by extension, project teams, are increasingly using social media tools in managing their projects due to their perceived added value in collaboration, communication, and knowledge sharing capabilities."

Harrin (2011)

Investment in the project depends greatly on the type of project and its dimensions. One cannot neglect the financial issues related to Web 2.0 instruments, therefore these tools not only foster communication and availability but they also enable financial savings. Costs of travelling expenses and telephone bills might be reduced by using a video-conference program such as Skype to host meetings (Schettini, 2011). Further social media tools are easy to use, user-friendly, open, transparent, supporting anyone's "voice" regardless of age, income, language or geographical location. The small talk that Social Media enable, supports the familiarization and helps to create and nurture an environment of support and collaboration (Pullin, 2010). Project teams might profit from this created trust and facilitating the cooperation and the collaborative learning plus it supports the appearance of creativity (Maxim and Socaciu, 2013, p. 220). According to Popescul and Georgescu (2013), project managers should not ignore the ever-present and constantly changing phenomenon of social media. There are many benefits of using these instruments in all stages of a project that might positively influence the relationship with the target group, could lead to a resource usage and foster creativity, on condition that the risks associated to these online tools should not be neglected (Popescul and Georgescu, 2013).

2.2 Project management

Nowadays, regardless the nature of their field of work, companies and organizations are managing their businesses by projects (Kerzner, 2014). In the fast-paced world of today, the number of projects is constantly growing; so does their complexity and potential. Project management, as a dynamic and intricate process itself, requires the use of appropriate methods that will guide and support project activities in all phases of the project lifecycle. (Jurina et al., 2013) Changes in business practices, prerequisites and expectations are switching the focus towards people, processes and

technologies required to execute projects successfully. (Stanleigh, 2017; Moira, 2016; Burger, 2017)

2.2.1 Project management methodologies

With the increasing amount and significance of projects in various business areas, the need to support people in charge of project work is becoming more and more of a vital importance in the managerial context (Jurina et al., 2013). Nowadays, there is a great range of approaches and methods that can be possibly engaged into managing different projects. To get the most out of work, it is important to ensure that methodology is specifically designed to fit the type of the project in question. In the given circumstances of the current technological advancement and business practices, **traditional** ways of running a project, with their rigid policies and procedures, are becoming a stumbling block for many of today's projects (Charvat, 2003; Kerzner, 2014).

In today's world, most workplaces tend to become more widely disbursed and flexible, which is increasing the need for remote project management tools and labor. The appropriately chosen technology can either make it or break it when it comes to scheduling, allocating monetary resources or achieving overall success. As the workforce makes a shift towards becoming more mobile, it creates the need for enhanced business intelligence, cloud-based project management solutions and mobile applications for more efficient collaboration and data exchange. With this in mind, non-traditional collaboration tools will most likely to take over traditional project management means and practices in the nearest future (Burger, 2017; Moira, 2016).

Project management does not seem to be one of the disciplines that is innovating its way into the 21st century; the same old tools and methods such as Gantt chart or critical path method, which have been at the disposal of project managers for decades, are still in use. However, some of them might be simply ineffective for much of today's projects. (Harrin, 2010) As social media nowadays continues to rise in projects and organizations, the need for modernized and more up-to-date guidance has emerged (Junqueira, 2010).

2.2.2 Project manager

Methodologies and tools do not control and operate projects; however, people do. Therefore, understanding and applying the knowledge, tools, and techniques that are recognized as good practices are not sufficient for effective project management. Successful project management is mainly determined by the quality of individuals and leaders who are managing the key functions. (Kerzner, 2013)

Project managers tendsto perform multifaceted function roles, which may differ regarding particular needs and requirements of the project. (Garton and McCulloch, 2012; Sunindijo, 2015) Regardless of these roles, effective project manager requires the possession of a certain basis of skills and competences in order to achieve a positive outcome (see Figure 2.3). (Project Management Institute, 2013).
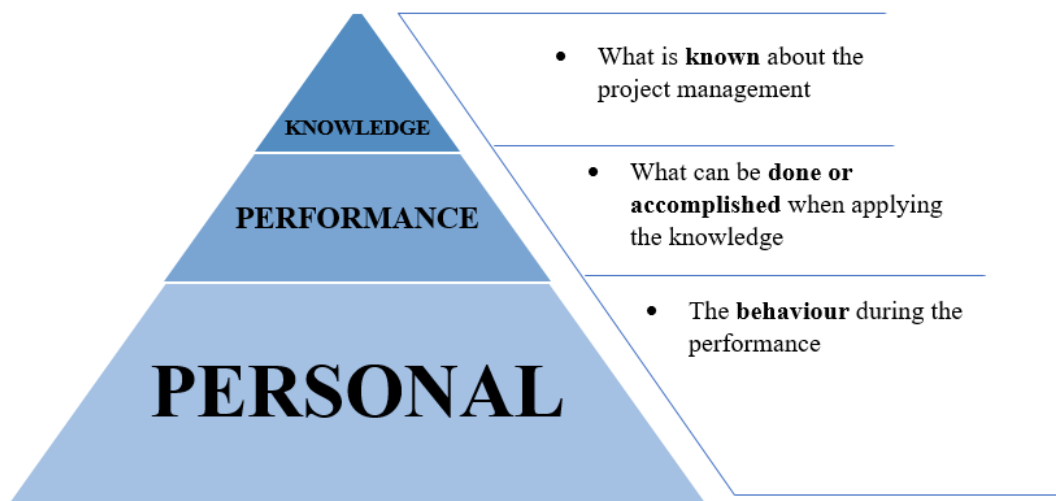
Figure 2.3   Project manager's competences basis. (Adapted from Project Management Institute, 2013)

Technical, or so called hard skills such as knowledge, planning or controlling, are seen as prerequisites which only hold around twenty percent of what it takes to be a successful project manager. The real power lies within soft, personal skills. (Flannes and Levin, 2005; Mersino, 2013) The value of soft skills and strong communication will most likely only continue to increase. As projects are becoming more globally enforced, surpassing cultural and linguistic barriers, competences such as the ability to resolve conflicts, deal with ambiguity, diplomacy and confidentiality will be at the leading edge of project manager's role. (Moira, 2016) In the light of foregoing, three skills are particularly important for the soft power of the project manager: *emotional intelligence, communications, and vision*. (Chell and Athayde, 2011; Burger, 2017)

2.2.2.1   Emotional intelligence (EQ)

Emotions always play a role at work; however, when it comes to project management and leadership they become of a greater matter. The competition among project managers is fierce, and **emotional intelligence** is what can act as a distinguishing factor when identifying outstanding leaders. (Mersino, 2013)

Emotional intelligence has been frequently identified by many practitioners as a key set of managerial skills, which has a substantial impact on the way managers interact with other people. (Rezvani et al., 2016) Exceptional project managers are not simply defined by technical skills but also by capabilities related to their emotions. Mazur et al. (2014) argued the idea that project managers with high EQ are better suited to overcome new challenges and problems as well to communicate with their colleagues in a more exceptional way. Muller and Turner (2007), whose idea was also supported by Mazur et al. (2014) later on, deem that the ability of a project manager to recognize, comprehend and handle emotions in self as well as other people can result in high quality relationships with stakeholders, both internal and external.

"*Comparing the three domains, I found that for jobs of all kinds, emotional competencies were twice as prevalent among distinguishing competencies as were*

technical skills and purely cognitive abilities combined. In general, the higher a position in an organization, the more EI mattered: for individuals in leadership positions, 85 percent of their competencies were in the EI domain."

<div align="right">*Goleman (1995)*</div>

Today's workplace is all about teamwork, communication and collaboration, which allow people to get things done. As people become reliant on one another to accomplish project goals, emotional intelligence, in its turn, becomes a critical factor for project success. Inability of people to manage their emotional intelligence in the workplace can negatively affect not only the project but the organization in general. (Miller, 2016) Once social media gets in the picture, it becomes crucially important to have a clear understanding of how things "said" online can and will be perceived by the stakeholders. In the light of foregoing, online self-regulation becomes a critical skill in the professional toolbox. (Miller, 2016)

According to Mersino (2013), emotional intelligence can also help a project manager to *communicate more effectively* and *cast a vision for shared projects*.

2.2.2.2 Communication

Project management is not a one-person operation; it requires a group of individuals dedicated to the achievement of a specific goal (Kerzner, 2013; Harrin, 2010). Once in a team, people are automatically challenged with intercompany and intercultural differences among people. Project team is an investment, as it requires time and competence to ensure a beneficial performance. As teams are formed for a limited time only to work specifically to acquire successful outcome of the project, the job of the project manager is to keep the good level of communication and motivation inside the team. (Kerzner, 2013)

Communication is a critical part of any project. More errors occur due to the poor communication than anything else, which is why it is important for the project team to collaborate, share and integrate the knowledge and information about the project. (Lester, 2007; Zulch, 2014) As traditional project management tools support a centralized type of control, the access to information is localized. Nowadays, teams work in a dispersed environment, which demands effective and continuous sharing of information and thoughts with all team members regardless time and place. (Nach, 2016)

In her book, Harrin (2010) identified four communication challenges for project managers:
1. Communicating up and out to stakeholders and sponsors;
2. Managing miscommunication;
3. Communicating for team building;
4. Managing the team's communication preferences.

Project managers have successfully managed to deal with these challenges for years by using traditional methods of communication and collaboration. However, as technology has changed the way people communicate into a more interactive, real-time premise, the adoption of social media as a new element of the project manager's skillset can maintain more up-to-date, alternative means to deliver the message to the public. (Harrin, 2010; Nach, 2016)

Table 2.9   Communication challenges for project managers

Challenge	Description	Impact of social media
Communicating up and out to stakeholders and sponsors	For project managers, it might be one of the hardest types of communication when it comes the need to deliver the right message to the right stakeholder. Different stakeholders have different communication demands, which creates the need for project managers to find a way how to report the same strategic communications without redoing everything from zero for each particular stakeholder. (Harrin, 2010)	Social media give stakeholders opportunity to manage: ● The **type** of communication they receive; ● The **time** of communication updates; ● The **way how** they receive information and project updates. (Harrin, 2010)
Managing miscommunication	Confusions that occur during verbal communication can create a mess. Without the spoken or visual proof of what has been said, it is extremely easy for the message to be misinterpreted and misunderstood. (Harrin, 2010)	Social media environment makes it **easier to spot** miscommunication if such occurs. Thus, it gives an opportunity to fix it as soon as possible. Moreover, quality online discussion can help to **enhance clarity** and **avoid a blame culture**. (Harrin, 2010)
Communicating for team building	Project managers tend to have a weaker communication needed to build an effective team. This type of communication requires a two-way discussion, collaboration and common effort towards reaching a common goal. (Harrin, 2010)	Social media help to create a **trusting**, **transparent environment** and promotes a type of communication needed to create an effective team. The use of social media tools provides the ability to communicate more in a **two-way, participative style**, which results in the better understanding and stronger bonds within the team. (Harrin, 2010)
Managing the team's communication preferences	Different people work in different ways, and project managers are the ones who are supposed to adapt to suit the working habits of the team. It is important to enable a good communication, thus project managers to find the way to make the best out of the project team by taking into consideration individual communication preferences. (Harrin, 2010)	By storing **different types of data**, both textual and visual, various social media tools (i.e. blogs, wikis) give an opportunity to **tailor communication** according to the preferences of the team. (Harrin, 2010)

In response to project management challenges, project teams have turned to technology in their attempt to achieve more modernized and smooth collaboration. Social media can be used to help embellish traditional ways of engagement and communication during different project phases (see Table 2.10). (Harrin, 2010; Trilog Group, 2012)

Table 2.10   A project lifecycle from communication perspective. (Adapted from Harrin, 2010)

Project phase	Description	Key messages	Audience
Initiation	At this stage, the communication is narrowed down to the mix of formal requests for work and informal discussions about finding the most efficient way to get things done. (Harrin, 2010)	Project benefits: why are we doing this? Project success criteria: how will we know we have done a good job? Project organization structure: how will we manage and run the project?	● Project manager ● Project sponsor ● Key customer ● PMO
Planning	While project planning is taking place, communication net is expanding. However, it is crucially important at this stage to make sure the audience is carefully thought of and the distinction between the ones on the project team and stakeholders is clear. (Harrin, 2010)	Project commitment: what is the plan we have signed up to? Project team: who is doing the work?	● Project manager ● Project team members ● Project sponsor ● Key customer ● PMO ● Suppliers/third parties ● Other staff involved in the project
Delivery	Communication is a particularly important operation during the execution, as misunderstanding can lead to incorrectly delivered tasks. (Harrin, 2010)	Project delivery: what tasks are we doing and who is doing them? Project progress: how are we performing to schedule/budget? Project control: how are we measuring and controlling risks, issues, and quality? Project approval: should we be moving to the next delivery phase based on the current project?	● Project manager ● Project team members ● Project sponsor ● Key customer ● PMO ● Suppliers/third parties ● Other staff involved in the project

Final	The biggest amount of communication falls to the share of the project closure, as it is time to evaluate project achievements and handover operational elements to the key customer. (Harrin, 2010)	<u>Project evaluation</u>: how did we do against our success criteria? <u>Project status</u>: can we confirm that the project is closed? <u>Project handover</u>: who are we handing the project over to and have they accepted the outputs? <u>Project team</u>: what is the project team going to work on next?	● Project manager ● Project team members ● Project sponsor ● Key customer ● PMO ● Suppliers/third parties ● Other staff involved in the project ● Wider corporate audience

The outbreak of new technologies, tools and approaches for managing projects will most likely affect competition, resources, time and budgetary constraints, as well as other internal and external factors that may impact the business. Project leaders will need their project teams to start putting emphasis on strategy, and focus all their efforts on fulfilling business ambitions. (Burger, 2017)

2.2.2.3 Vision

"There is no single more important factor to the success of a project than a clear, crisp, shared vision."

<div align="right">

Williams (2007)

</div>

Visioning is usually identified by academics as a **conceptual skill** as it allows managers to paint a picture of the project as one complete piece. However, this idea extends to anticipation of conceptual relationships akin to the project in question, including the relationship of this project to parental organization. The ability to acknowledge these relationships and discern critical elements in any situation should help project managers to act in a way that would benefit the overall prosperity of the organization and the project itself. (El-Sabaa, 2001)

"Visioning enables leaders to realize that the future really is their own creation, personally, professionally, and relationally."

<div align="right">

Jackson (2013)

</div>

Creating a clear vision, which will allow for better and more detailed understanding of the goals, is one of the essential things for project managers. Shenoy (2014) believes that a strong vision will force one to face and take actions that will help to eliminate any confusion, ambiguities or gaps in awareness and understanding when it comes to the commonly shared targets. Clear shared vision plays an important role when long-term success of the project is considered, as it is awfully crucial to make sure every person involved has an unambiguous understanding of the tasks that have to be performed and how they are linked to project goals and the overall strategy. (Shenoy, 2014; El-Sabaa, 2001)

However, the ability to gain a clear and extensive knowledge on the project conditions is not the only reason why having a vision can be beneficial for the project

manager. It also helps to foresee and prepare for the possible difficulties that may arise on the way, thereby one can always have a contingency plan up in his or her sleeve. Shenoy (2014) has also highlighted the list of advantages that may come along with a vision. From her perspective, the vision may help project managers to:

- define the roles and responsibilities for all the actors involved in the project;
- create an agenda for the project and monitor the progress step by step;
- make sure everyone is responsible for their own actions and their consequences, both good or bad;
- organize resources in the most efficient way;
- spread his or her enthusiasm and devotion among team members. (Shenoy, 2014)

Social media tools provide a lot of smart solutions for productivity, scheduling or visualization, which can help project leaders to keep their focus sharp and their creative powers thrive. (Samuel, 2012) Collaboration tools available these days are here to make the work of a project manager easier and more efficient. Samuel (2012) believes that with the help of mind-mapping tools, it is easier to define clear areas of responsibilities for each one of the team members, which can simplify the monitoring process of the progress that each member of the team has made at the certain point of the project. This kind of tools can also play a role of a continual reminder of who is obliged to do what and when in order to achieve the common goal. (Samuel, 2012) In addition to mind-mapping, Samuel (2012) deems that online vision boards are the right tool to assist project managers with their visioning. Keeping the team inspired and stimulated at every step of the way is an important thing, that is why it might be beneficial to join the effort in creating some kind of an inspirational guide that could help to nourish and refresh the spirit and enthusiasm of each person in the workplace. (Samuel, 2012)

2.2.3   Project success

Project success is an important project management issue. In many cases, success of the project might not really depend on the methodology. The concern associated with project success refers to two components - *success criteria*, or how the success of the project is judged, and *success factors*, or element that contribute to the success. (Crawford, 2000)

Criteria
Project success criteria are the most important elements, conditions, events, objectives and circumstances that must be accomplished in order to evaluate the project. (Ika, 2009) Success criteria are focused on objective measures, i.e. completion timeliness, quality, and cost (Rezvani et al., 2016). Therefore, depending on diverse types of projects executed in different industries, criteria that evaluate the outcome of the project will be perceived differently. However, it has been argued that those criteria tend to fail when addressing other determinants of project success, for example, behavioural skills (Jugdev and Muller, 2005).

Factors
Success factors, however, put an emphasis on 'soft' matters, for instance behavioural skills or stakeholder satisfaction, thus providing a more realistic and modern way to evaluate project success. (Jugdev and Muller, 2005). Top four 'people related' success factors have been initially identified by Pinto (1990), and confirmed by other

researchers as indicators of progressive project success, particularly within complex project management environment. (see Table 2.11)

Table 2.11   'People related' success factors. (Adapted from Pinto, 1990)

Success factor	Description
Communication	Communication is deemed to be an important managerial competence, it's lifeblood. The success of the project is dependent on the degree to which project manager is capable to provide necessary knowledge. (Pinto, 1990)
Troubleshooting	By virtue of their nature, projects are exposed to unforeseen complications and changes. Troubleshooting refers to manager's ability to immediately take care of unexpected obstacles and alterations that might occur in the project plan. (Pinto, 1990)
Mission clarity / Vision	In order to deliver a project successfully, project manager must have a clear statement of requirements from the client. (Pinto, 1990)
Top management support	The degree of support which project executives are ready to provide can significantly influence the working progress. The lack of top management input, which can be seen in provision of project resources and authority level, can have a negative impact across all stages of project implementation. (Pinto, 1990)

The investigation on the critical success indicators has shown that establishing good communication channels is crucial. Social media can be used as one of the tools to enable and enhance continuous and effective communication with stakeholders by allowing project managers to engage stakeholders instantly and in a more efficient manner, thus guaranteeing the project to be perfectly aligned with stakeholder requirements.

The stronger the level of engagement is, the higher the chance that project issues, if such occur, will be resolved faster, therefore ensuring a quicker and more successful delivery of the project. As social media tools allow project managers to stay updated 24/7 and monitor each step made along the project path, as well as provide a fast and easy access to every single detail or piece of information related to the project in question, project manager's ability to react immediately to abrupt situations, which might hinder favourable outcome of the project plan, is increasing.

2.2.4   Challenges for project managers

Juquiera (2010) believes that in terms of interaction and collaboration, projects can and, therefore, should benefit from the favorable circumstances provided by social media tools. Project managers should embrace the free progressive exchange flow of

project ideas and feedbacks, as it will help projects to benefit significantly. Nevertheless, when it comes to technological advancement, one should not forget about potential risks that may arise. In his work, Gago (2012) addressed some of the major challenges that project managers tend to face when dealing with social networks at organizational level. The following challenges include security, structural rigidity, low levels of customer involvement, stagnant creativity and productivity concerns.

Some of the opinions argue that while social media tools have been focused on how to improve the performance of project teams, they have been less significant and helpful to project manages (Jansson and Riikonen, 2009). Trilog Group (2012) seems to believe that social media tools are not as beneficial to project managers as one may think they would be, especially in overseeing core project management processes. The paper introduced by the ProjectPlace (2012) gives reasons for social media tools, especially the ones that fall under 'networking' category, to be a better fit for public relations and marketing purposes, rather than to be suited for other business areas. Merwe (2012) deems that implementing social media tools for project management purposes is not only a technological challenge, but a cultural one, too.

3   Chapter Three

Previous chapters have set out the structure of the following thesis and analyzed the literature that is compatible with the of the topic of social media and project management. Chapter 3 focuses on the description of the research method chosen for the following thesis, the research design and the tools used. Data collection procedures and sampling techniques will be presented and analysed. Furthermore, the validity and reliability of the study will be justified.

3.1   Problem statement

It is a well-known fact that social media plays a significant role in people's lives. In the recent times, it has also proved itself to have an immense influence on professionals across different fields, including project management.

The main research problem of this study appears as following: ***"What social media tools are prevalent in the field of project management nowadays, and what attitude project management professionals express towards them?"***

The authors intend to find the answer to this hypothesis through the help of the following research questions, which were developed based on the research issues stated in Section 1.4 of the following study:

RQ1: Is there a need for social media in project management?
RQ2: How social media is deployed in project management?
RQ3: What are the most prevalent social media tools?
RQ4: How social media affects the role of the project manager in creative project environment?
RQ5: What are the main benefits and challenges project managers encountering when using social media?

3.2   Research method

In order to collect and analyze the data revealing different points of view towards the usage of social media in creative industry under the project management circumstances and come to the correct results, qualitative research method is used.

Qualitative research aims to gather an in-depth understanding of human behaviour and the reasons that govern such behaviour. The discipline investigates the why and how of decision making (Glenn 2010, p.104). Qualitative research is exploratory; it generates a hypothesis by collecting, analyzing and interpreting data acquired from different sources. It refers to the concepts, meanings, definitions, characteristics and descriptions of things. In general, qualitative research generates detailed, rich and valid information, and this can really contribute to in-depth understanding of the context and answering research questions. Moreover, the ideas and hypotheses that arise due to the result of qualitative research can provide a good foundation for potential quantitative research. (Wyse, 2011)

Research sessions can be conducted in one of the following ways: in person, by telephone, via means of videoconferencing and via the Internet (QRCA, 2017). In the current study, the data is collected throughout a series of face-to-face semi structured

interviews with project managers from different fields within creative industry, in particular public relations, marketing and advertising, retail, software development, event management and entertainment, in order to gather valid and reliable data that are relevant to the research questions and objectives. This approach offers an opportunity to understand the motivation, values and attitudes of the subjects in question behind their usage of social media tools in their workplace (Desai 2002, p.14).

The results should help to create the in-depth knowledge in regard to social media practices that have been adapted by project managers into their project-based environments. The researchers want to draw the attention to what tools and practices are the most essential in the context of creative project management, and how social media can be used in the most effective ways.

3.3 Research approach

There are three well-developed and most commonly accepted research purposes - exploration, description and explanation. These approaches alter based on data collection method, formulation of research questions, and the conclusion drawn from the established hypothesis (Saunders et al., 2009). Research developed is designed to provide more information regarding how effective is the concept of social media when implemented in the context of project management.

Social media is a relatively new notion for the researches and the interaction between project management practices and social media has not been explored well. In previous studies the focus has been on the overall adoption of social media in the organizations, and the impact social media tool have on project success rather than discussing how social media affecting the role of project management professionals themselves. Therefore, according to Saunders et al. (2009), when the research is aimed at increasing awareness and gaining new insights in relation to a recently merged phenomenon it can be deemed to have an exploratory nature.

The abductive research has been selected for the following study, as it combines both inductive and deductive methods. The abductive approach usually begins with a specific case, for which preliminary theory has been already developed. As the research goes, the theory is being tested and developed alongside with the results obtained from the research findings. The following process may repeat itself until the theory is aligned with the final results. Nevertheless, it is important to keep in mind that in the abductive approach the researcher may be distorted by previous experiences or preconceived ideas in relation to the topic. (Patel and Davidson, 2011)

Methodology and design used for this specific research will be based on qualitative methods, which include interviews with the project management professionals across different fields within creative industry. The goal will be to receive qualifying information in order to provide a clear picture of the problem.

3.4 Research design

The success of the study is significantly dependent on the relevance, language and careful design of the questionnaire. Therefore, the content, structure, and language were carefully revised in order to ensure successful delivery of a well-performed questionnaire that could positively affect the quality of the responses. The same

concept applies to the interviews, as the structure of the questions and their formulations can have an impact of the interviewees' responses. Thus, it is important to design clear questions, which the respondents can correctly interpret and understand in order to provide the best answers.

3.5 Data collection

The collection of data will occur primarily through one of the major approaches used in qualitative research: semi-structured interviews. The method will be followed up by questionnaires to help the researchers obtain a clear and distinct insight into the current situation regarding the social media use by creative project managers.

3.5.1 Semi structured interviews

The main data collection method is semi-structured interviews. The main reason behind choosing interviews as a research method is their convenience and flexibility, both in terms of the data collected and the data calling process. Interviews allow the researcher to examine different areas of interest (Bryman, 2012). In this case, the researchers had a flexible opportunity to select interviewees with different backgrounds and from different business areas (see Table 3.1). According to Bryman (2012), interviews also provide flexibility to the received data as it makes it possible to add information that the interviewers did not think of or expect. This can also decrease the risk of having preconceived assumptions of the researchers to affect the data sample. (Bryman, 2012)

Semi-structured interviews are preferred when the topic is relatively specific, but the interviewer still wants the flexibility of following up leads during the interview. Appendix A provides the interview guide that has been designed for the following study. The following guide has also been constructed in the way that would give the interviewers the opportunity to alternate some of the questions according to the particular respondent if necessary.

Participants were asked open-ended questions in order to promote a two-way discussion. Interview questions have been designed in relation to the following areas: respondent's background, role as a project manager, skills and social media. For each interview, enough time was scheduled in order to make sure that the interviewee would be able to provide the information he or she finds relevant for the case. In this case, the timeframe for each interview was varying between 30 to 60 minutes with each of the participants. The researchers had a responsibility to ensure that all topics were covered and written notes were taken alongside with the audiotaped material. The interviews were later transcribed into verbatim for the further analysis.

Table 3.1   The list of the interviewees.

Interview No.	Title	Industry
1	Digital Project Manager / Social Media - Freelancer	Marketing and Advertising
2	Senior Manager for Event Marketing	Event Management
3	Nightclub Manager	Entertainment

4	Social Media and Marketing Manager	Event Management
5	Freelancer	Music and Entertainment
6	Social Media and Project Manager	Retail
7	Senior Project Manager	Public Relations
8	Social Media and Project Manager	Marketing and Advertising
9	Online Marketing Manager	Software Development

3.5.2 Questionnaire

In order to help the researchers finalize the study, an online questionnaire was designed to complement the interviews (see Appendix B). The following questionnaire was also intended to find out some general information about the participants and get a summary about their usage of social media. All participants were approached by the researchers after the interviews and asked to fill in the questionnaire as the final step of the study. To simplify the analysis, the questionnaire is comprised of closed-end questions. Closed-end questions made it possible for the researchers to examine relations between different parameters, such as the respondent's age and social media habits.

3.6 Data analysis

Data analysis will be conducted by collecting the interview results from the semi-structured interviews with project managers. This section of the study involves examining, classifying and categorizing the collected evidence to assess whether or not the evidence supports the initial study position. (Yin, 1994) Qualitative analysis techniques were used to analyzed the data collected for the purpose of the following study. The generated list of social media tools adopted for project management intentions was analyzed to determine the underlying matter.

Moreover, theoretical framework has been used to broaden the conceptual understanding to promote the discussion of the results. The outcomes of the two methods of data analysis were combined with the intention to gain a clear picture and deeper understanding of the current social media trend in the context of project management.

3.7 Ethical considerations

Ethical considerations play an important role when conducting a research study. Research involving people must be developed ethically, particularly this includes the responsibility of the researcher to protect privacy of the individuals that participate in the study. The research study must not cause any harm to any of the individual participant of the study not any organization involved, both directly or indirectly, therefore it is essential to implement ethical guidelines. For this purpose, the Ethics Policy for Chalmers University of Technology will be used as a basis for the ethical guidelines.

The participation in the study is voluntary; however, specific attention should be paid to the participant's consent or refusal to carry on the study in order to prevent harm and abuse. The aim of the informed consent is to provide the contributor with

sufficient information regarding the study in order for them to make a conscious decision about their participation in the research. (Economic and Social Research Council, 2016)

The permission to conduct the study was granted individually by every participant of the research. Each participant was informed that the study is a voluntary effort and that it is possible to terminate the activity at any time. Once the purpose of the study has been explained, the researchers were given an oral consent from each contributor. The researchers were also granted with a permission to audiotape the interviews after it has been explained to the participants that the recording will be available for the researchers only and used exclusively for the purpose of the study, thus all the audiotaped material will be deleted as soon as the research is completed. The authors will maintain the confidentiality of data with respect to the information shared by contributors in order to protect their personal interests or the one of the organization the individual is representing.

3.8   Quality of the study

Based on the ideas introduced by Guba and Lincoln (cited in Bryman, 2012), Bryman (2012) suggests that the quality of the qualitative study can be assessed through the evaluation of its trustworthiness. Table 3.2 explains the criteria that should be addressed when evaluating the quality of the study.

Table 3.2   Criteria for judging the validity of qualitative research. (Adapted from Bryman, 2012)

Criteria	Explanation
Credibility	Defines how good researcher' results and observations match the theoretical ideas they have developed. In other words, it defines how believable or convincing the results of qualitative research can be.
Transferability	Refers to an extent to which findings can be generalized across social settings or transferred to the other contexts. However, transferability might appear as a problem for a qualitative research as it typically employs a study of a small group, or of individuals sharing certain characteristics.
Dependability	An evaluation of the quality of the integrated processes of data collection, data analysis, and theory generation. It also focuses on stability of the data overtime and under different conditions.
Confirmability	Relates to the degree, to which the results could be confirmed or validated by others.
Authenticity	Focuses on the point to which researchers honestly and objectively described their findings, obtained through participants' experiences.

The quality of the current study has been evaluated based on the criteria described above in the Table 3.2. The following study corresponds to the majority of criteria identified by Bryman (2012); therefore, the researchers consider the study to be valid (see Table 3.3).

Table 3.3   *The evaluation of the quality of the study.*

Criteria	Check box
Credibility	• Results and observations match the theory (+) • Results and observations are believable (+) • Results and observations are convincing (-)
Transferability	• Results and observations can be generalized (-) • Results and observations can be transferred to another context (+)
Dependability	• Stability of results and observations over time (-) • Integrated processes of theory generation, data collection and data analysis are of a good quality (+)
Confirmability	• Results and observations can be confirmed and validated by others (+)
Authenticity	• Results and observations have been honestly and objectively described (+)

3.9   Significance

A little research has been done in relation to social media and the impact it has on project managers; therefore, this study will provide information on how social media tools are being used by project management practitioners and in what way these tools affect the project manager's role and work. All in all, the authors hope that the research will become a basic guide for young professionals and people who are considering adopting social media practices within their creative environments, and will raise awareness towards the possibilities and opportunities social media tools can have for managing projects in today's fast pacing world.

4 Chapter Four

Chapter 4 provides the insight on the empirical data- results of the research study, which have been obtained through the qualitative research methods, particularly semi-structured interviews and online questionnaire. The chapter describes respondent profiles and backgrounds, elaborates on the implementation of social media tools in real workplace, and discusses the attitude project managers have towards them.

4.1 Introduction

The number of the respondents that took part in the research was 9. All the participants have been asked to participate in a face-to-face interview, as well as fill out an online questionnaire, which was sent out to each respondent after the interview has been completed. Out of 9 interviews, 3 were carried out via Skype, which also happened to be the shortest interviews (approximately 30 min long). Among 9 questionnaires distributed, only 5 were completed and returned accordingly, representing a response rate of 55,56% (see Table 4.1). However, all 9 participants took part in both questionnaires and personal interviews.

All of the respondents were project management professionals within different divisions of creative industry, from which female (n=7) and male (n=2). The oldest respondent was at the age of 56 and the youngest at the age of 23.

According to Mugenda (2003), a good response rate should represent 50% or more of the total amount of the respondents. In the given circumstances, the response rate for the following research is considered to be satisfactory in establishing conclusions for the study (see Table 4.1).

Table 4.1   Data collection response rate.

Response	Frequency	Percentage, %
Interviews		
Interviewed	9	100
Denied	0	0
Total	**9**	**100**
Questionnaire		
Returned	5	55,56
Unreturned	4	44,44
Total	**9**	**100**

4.2 Respondent profiles

The respondents were divided between men and women. As illustrated in the Table 4.2, 44,4% of the respondents belong to the '31-40 years' age group. The majority of respondents (8 out of 9) in the following study have more than 5 years of experience

working as project managers with different kind of projects. Additionally, 9 out of 9 respondents have never received a specific education as project managers. It is also an interesting fact to mention that 4 out of 9 respondents were mostly involved specifically with social media, with 88,9% of the total respondents having implemented them for more at least 4 years.

Table 4.2   Respondent profiles.

Gender	No. of participants (%)
Male	2 (22,2%)
Female	7 (78,8%)
Age group	
18-24 years	1 (11,1%)
25-30 years	3 (33,4%)
31-40 years	4 (44,4%)
41-60 years	1 (11,1%)
Education	
High school	1 (11,1%)
Degree in Marketing	2 (22,2%)
Degree in Philosophy	1 (11,1%)
Degree in Communications	2 (22,2%)
Degree in Business / International Business	2 (22,2%)
Degree in Creative Writing	1 (11,1%)
Experience	
Less than 1 year	0
1-3 years	1 (11,1%)
4-10 years	5 (55,6%)
10+ years	3 (33,3%)
Project role	
Social Media Manager	3 (33,3%)
Project Manager	1 (11,1%)
Nightclub Manager	1 (11,1%)
Marketing Manager	2 (22,2%)
Freelancer	2 (22,2%)

Tools usage period, years	
Less than 1 year	0
1-3 years	1 (11,1%)
4-7 years	8 (88,9%)
6-10 years	0

4.3 Project manager and social media tools

The research findings are presented in the upcoming sections corresponding the question blocks of the semi structured interviews (see Appendix A) used in the following study.

4.3.1 Respondents' background

To begin with, the respondents were asked to make an introduction about their current position and career path, in order for researchers to understand the people's interest behind adopting social media practices in the workplace. The majority of respondents (6 of 9) have a background in marketing and communication, as well as business. 4 of the following respondents are happened to be directly related to social media through their career; therefore, they are the most experienced. The remaining 2 respondents have a background in philosophy and creative writing, while 1 respondent has pursued no university education at all (see Table 4.2).

50% of respondents aimed to work with social media and got interested relatively early on in their career; however, the respondents had to educate themselves about the new tools and their opportunities. Some of the respondents of the younger age groups, in particular '25-30' and '31-40', found themselves in new types of roles, that has not been there before social media and describe themselves as digital media project managers, working with social media and creating events and projects via public platforms.

It appeared that the older respondents (over forty years old) still have to get used to social media tools, thus they admit they are not quite confident using it for work. It has also been mentioned by some of them that even if they would like to use more tools, their colleges are not following up and responding on relevant tools. Some of the respondents have mentioned that even if they would like to use more tools, their colleges hinder the adoption of social media tools at work by not following up and responding to relevant tools.

4.3.2 Project manager and social media involvement

The second question block was meant for the respondents to talk about their role as project managers and the way it has changed when social media got involved. Respondents have also been asked to discuss the main challenges social media use and involvement bring to the workplace.

According to the findings, most of the surveyed project managers could not answer in a definite way whether their role has changed with implementation of social media, as most of them have never had a relevant experience working as a traditional project manager (see Table 4.X). However, the very first participant that has been

interviewed claimed that as social media has become such a big and important part of the life and it is really hard to focus on something in particular.

"Nowadays, it is always there and one cannot spend a day without it."

Interviewee No.1

Some of the respondents noted that social media helps them as project managers to be a stronger link between different members of a project team, as social media tools help to communicate and understand all the different voices behind the project. One of the respondents also highlighted that it should be the responsibility of a project manager to select social media tools that the project team will use during the project lifecycle.

"The project manager has the responsibility to select or adapt to social media tools that will make it easier for everyone on the team."

Interviewee No.1

Three respondents pointed out that social media demands constant presence, meaning one has to be available 24 hours 7 days a week, especially when working in a global environment. This then results in a lot of stress for both, the organization and project manager, and may require people with an additional set of skills to do the job.

Challenges and risks

During the interviews, the respondents shared their experiences with regard to the most challenging projects they have faced in their careers. Throughout the discussion a number of challenges in relation to social media tools have been identified and discussed.

False information being spread (65,6%)*

Trash-talks (33,3%)

Misinterpretation (44,4%)

Leakage

Too scared of taking the risk with social media

Hard to stand out and get the right message delivered
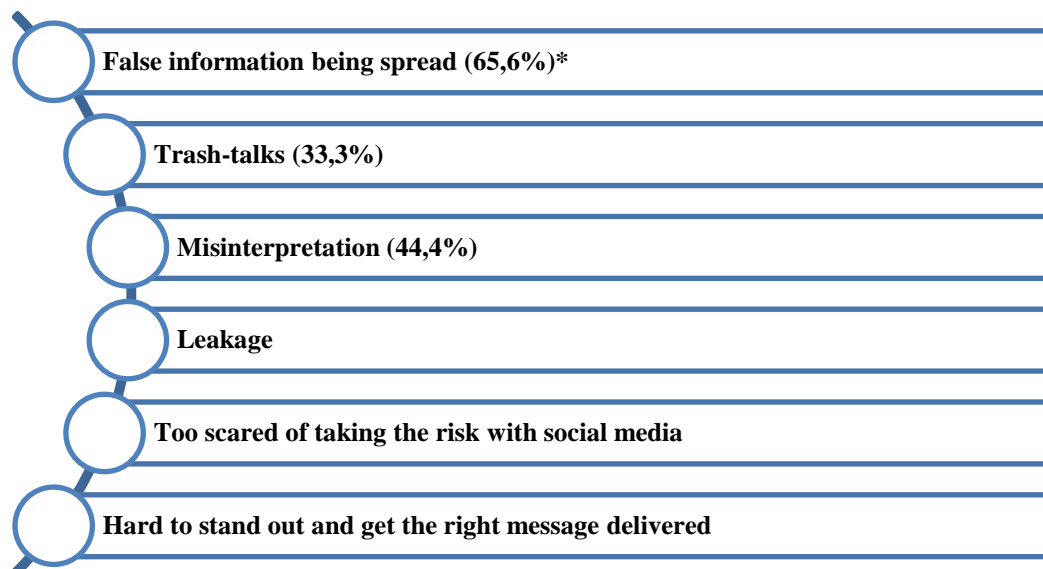
*The percentage is only shown for the top three risks / challenges.

Figure 4.1   The list of risks and challenges identified by the respondents.

Among the risks and challenges mentioned by the interviewees, three seem to stand out the most: false information, trash-talks and misinterpretation. (see Figure 4.1)

According to the respondents, one the main risks revolves around the fact that people can easily spread false information, which then could result in a bad reputation for the project and people involved in it. Especially when it comes to external social media tools, 'fake news' act as one of the biggest risks, meaning that social media can easily create a big fuss around small things exaggerating the situation to be worse than it actually could be.

"People can easily trash-talk companies these days and it can get viral quite fast, as most people do not question where information is coming from."

Interviewee No.3

One of the participants emphasized that such an issue comes with so called 'haters' - people that write dull and irrelevant things and share meaningless and non-constructive opinions, which might negatively impact the image of the company and create confusion within the information flow.

"One has to be very careful with what to write on social media because it can affect someone else in a negative way."

Interviewee No. 8

"You can post something rather harmless, but people fail to see the context or understand the story behind it."

Interviewee No.7

Two of the interviewees mentioned that it is becoming harder to reach out to the audience, be noticed among the crowd and get through with the right message these days, as people get so much information from social media all the time. All in all, people seem to agree that the main risks are always the ones that involve communication.

As expected, the security issue has been recognized by the respondents as well. The risk of the information being leaked remains of an open concern to most of the people. However, the respondents seem to see the core of this problem to be related directly to people, not to social media as one may think.

"Things that are being private might easily get public. In other words, leakage is a risk. However, in this case I don't think social media itself is a problem - people are."

Interviewee No.1

Only one respondent pointed out a challenge that has no relation to communication. The interviewee thinks that companies are often too scared of social media, thus it becomes challenging to grow organically.

One of the respondents has a strong belief that risks associated with social media might easily dominate all the benefits that come with it. On top of that, the respondent thinks that a lot of companies are not even yet ready for social media.

"A lot of companies are not ready. In my experience, they think social media can be handled with most time on their hands, maybe the copywriter or that girl in the reception. I think there's a lot to handle, so you should have the whole position created around in the organization. There's a lot of straight communication and you can't wait for the next opportunity to go online; you have to be online all the time."

Benefits

However, social media tools would not at all be used if there would be no beneficial side to it. To answer one of the questions, the respondents were asked to point out the advantages social media tools bring to the workplace.

Better communication / constant interaction between different project members and stakeholders (100%)*

Self-development (66,7%)

Fun (33,3%)

Cheap

Ability to strengthen the organization from inside

Specific framework, which allows to find creative ways around traditional stuff
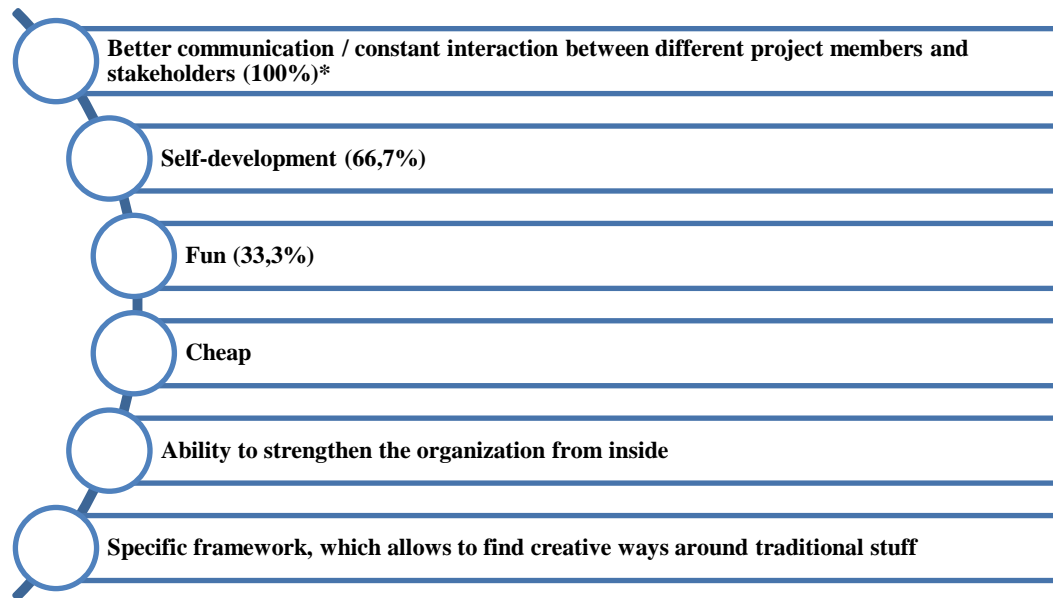
*The percentage is only shown for the top three benefits.

Figure 4.2   The list of benefits identified by the respondents.

Figure 4.2 illustrates the list of the advantages that have been identified throughout the interviews. According to the findings, three most commonly recognized benefits of social media come as following: better communication between different project participants, opportunities for personal self-development and fun.

All of the respondents came to an agreement that social media is one of the most accessible ways to improve communication flow, especially when working with projects. Social media allows being closer to people, both inside and outside of the project: to have a dialogue, listen and provide them with an opportunity to be a part of something bigger. Moreover, it is the easiest ways to reach out to the audience, or stakeholders in particular, as well as for the audience to reach them in order to get to know more about the company, the project, and all the past and ongoing activities.

Social media does not only require people to learn, it also allows them to learn and develop themselves through the use of social media tools. Six respondents identified social media as their source of inspiration and new knowledge. The participants have recognized social media to be an essential and effective way of staying up-to-date with the industry, keeping up with new skills and information, as well as finding inspiration for new project-related ideas.

Three respondents find it quite important that social media allow its users to have a little fun. First of all, it concerns the user-friendly interface, which makes it enjoyable

to use different tools compared to, for example a dull layout of a Microsoft Project. Second, social media tools allow for creativity. One of the respondents shared with the interviewers that he personally finds benefits in the specific framework some of the social media tools come with, as it puts up certain limitations for the users allowing them to find creative ways around the traditional way of doing things.

"It's kind of fun. And I love the fact that you have a specific framework around it - it's very limited in a way, and so I love how with this you are allowed to find creative ways to find the way out, to go around the traditional stuff."

Interviewee No.7

The respondents say that a low cost of social media usage plays as a definite advantage. According to them, social media tools are very cheap to use. It is beneficial especially in the case of implementing social media tools for marketing and promotion purposes, rather than for communication, as it can give the manager an opportunity to use multiple marketing channels for almost no cost. However, some of the respondent s contradict this point of view saying that it is important for the organization to have a specific budget assigned to social media, which often comes as a limitation for many of the companies.

4.3.3 Project manager's skills today

In the next set of questions, the topic revolves around the skillset of a project manager, and the ways to stay updated with new evolving techniques and practices.

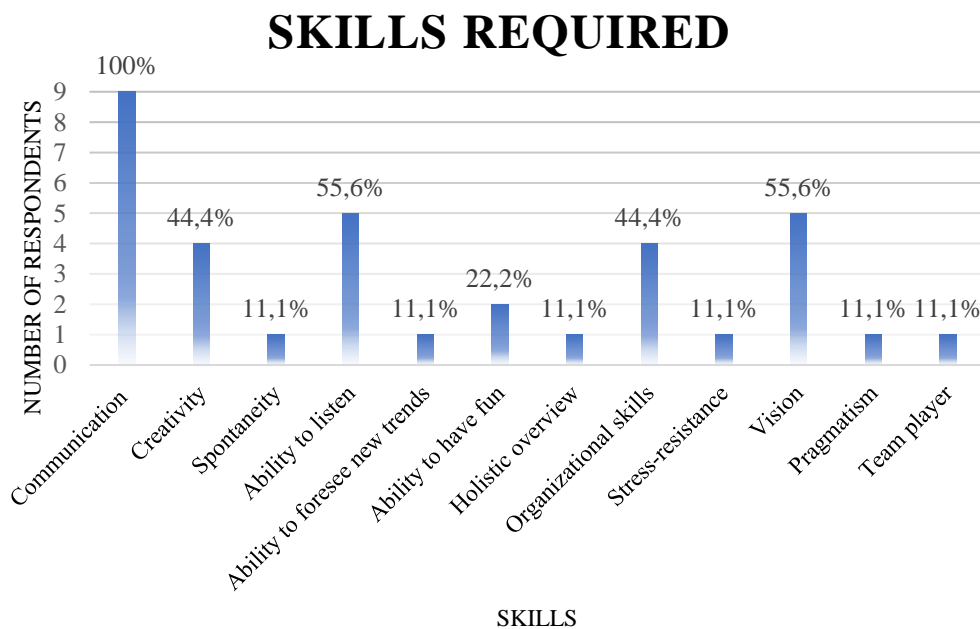***Important skills for project managers***

Figure 4.3 Skills required for a successful project manager. (Based on the research findings)

All the participants share a common belief that the number one skill for any project manager is communication (see Figure 4.3) - the ability to talk to different people and understand them. Nevertheless, effective communication is hardly possible without

people being able to listen to each other and comprehend. A number of participants, particularly 55,6% of the surveyed managers, also highlighted the importance of listening and understanding people - their ideas, concerns, their background (see Figure 4.3).

"Project managers have to listen to the company and people you work with - how they get the information, how they need to structure the work."

<div align="right">

Interviewee No. 1

</div>

As it can be seen in Figure 4.3, more than 50% of the respondents stated that it is important to know what is going on, to have an overview, a clear goal and a vision. In addition to that, for all the areas, and especially for event management, it is crucial to have a holistic overview. Interviewee No.2 said that the work of a project manager is a slightly reminiscent of a chess game - one should be able to see the whole chain of actions and their consequences as a one big picture; otherwise one will risk losing 'small things' all the time. The respondent believes it to be the real competence one needs to have and that it is possible to learn such skills. Not only the project managers must have a clear goal and vision in their minds, they also have to be able to see new upcoming trends, and try to be the first one who takes courage in stepping up their game and follow these trends first.

To support the previous argument, interviewee No.8 expressed the idea that one has to be very spontaneous when working with social media. Interviewee No.4 expressed an opposite point of view. The respondent believes that one has to be very organized when working with social media. In today's environment, it is quite important to post frequently on different platforms, such as 4 times a week at least on Facebook or even 6-7 times on Instagram. At the same time, one has to ensure the posts are diverse and do not repeat themselves. For this, it is quite important to be organized and have things planned out. However, both spontaneity and good organization require a certain way of thinking and approaching things. Therefore, four respondents pointed out that creativity is an essential skill to have - and not only for the project managers that work with social media.

"One has to be very spontaneous and creative when working with social media."

<div align="right">

Interviewee No.8

</div>

One of the respondents also shared an opinion that another skill which might be helpful for the project managers is the ability to find own workflow and tools that will complement one's capabilities.

Nevertheless, one respondent pointed out that today the society demands a company to be present on social media and be transparent towards the public. This quite often results in high levels of stress for both an organization as a whole and a project manager, and requires people with additional set of skills to do the job. Moreover, one of the participant also said that nowadays it is quite important for a project manager to be very pragmatic and really stress-resistant.

"Stuff is always going to happen, so if it is important to be able to manage stress. It's a pretty good skill."

Interviewee No.7

On top of that, interviewee No.7 thinks that a lot of companies are not even yet ready for social media, therefore it is crucially important for them to find a person with a right set of qualities in order to make it work for the organization.

"A lot of companies are not ready. In my experience, they think social media can be handled with most time on their hands, maybe the copywriter or that girl in the reception. I think there's a lot to handle, so you should have the whole position created around in the organization. There's a lot of straight communication and you can't wait for the next opportunity to go online; you have to be online all the time."

Interviewee No.7

Last but not least, the respondents were asked whether or not they believe emotional intelligence to be an important aspect for a project manager. As indicated in Figure 4.4, 8 of 9 respondents recognized the importance of emotional intelligence in their work. However, only half of them, or 44,4% of all participants, believe EQ to be a distinguishing skill.

"...emotional skills are more valuable for the manager if you are the one who works with people."

Interviewee No.3

"EQ is important. In the sales process and in terms of how you communicate and treat people in general…"

Interviewee No.7

"EQ is extremely important when you work with a team and lead it, and sometimes it is more valuable than IQ and technical skills."

Interviewee No.9

Do you think EQ is important for a project manager?

- Yes, it is very important
- Yes, but not more than knowledge and techical skills
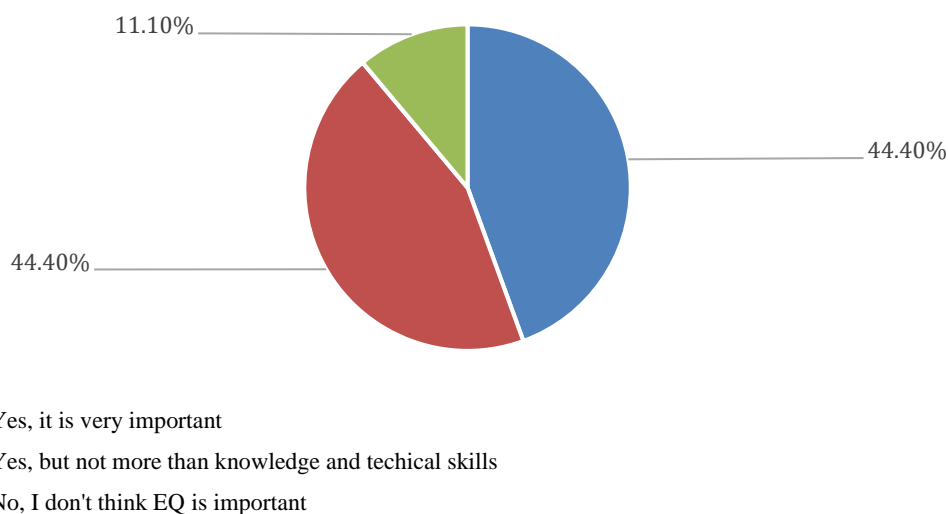- No, I don't think EQ is important

Figure 4.4   The response rate to the question 'Do you believe emotional intelligence (EQ) is an important aspect for a project manager?'.

The ways to stay up-to-date with skills

Throughout the interviews, the respondents have shared their ways of keeping up and improving both their project management and social media skills (see Figure 4.5).
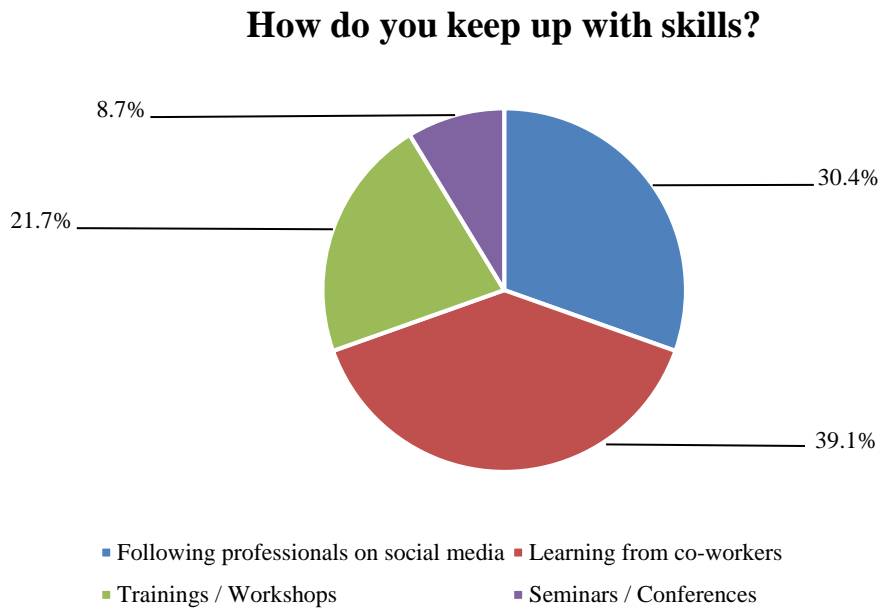
How do you keep up with skills?

Figure 4.5   The ways to upgrade project management and social media skills.

According to the findings of this study, with social media in the picture it has become quite common to follow different professionals (i.e. bloggers, entrepreneurs, project managers), to read their articles or watch educational videos regarding project management and other things that might be relevant for one's work. 30% of the respondents (see Figure 4.5) have shared the idea that the online format makes it quite convenient in terms of accessibility and allows for a quick communication directly with a person, if questions arise. This is also seen by the respondents as an ultimate approach to self-development.

According to Figure 4.5, the majority of the participants believe that the most common, yet the easiest, way to learn new skills and strengthen the already existing ones is through working with people and, therefore, learning by doing. One of the respondents thinks it is essential to look for ways to be better and more efficient, using partners and other media agencies to stay up to date and exchange experiences on seminars. Seminars and conferences are a good initiative for skill development,

"Once every year the respondent attends a conference, called 'The Conference', in Malmö, about new media and this helps to keep updated and to get new inspiration."

Interviewee No.8

Interviewee No.2 thinks that nowadays it is quite easy to find some good project management trainings, but it is hard to find the time to learn new skills is hard; especially, when the company is not providing the opportunity for it. Together with other respondents, the following interviewee recognizes the demand for the companies to improve on learning skills and staying up to date with the evolving technology and teaching its employees accordingly.

4.3.4 Social media tools in creative project management

In this section of the interview, the respondents were asked to talk more in-depth about social media tools they are using and to discuss the ideas about the potential upcoming trends in social media.

In general, the participants tend to see social media as a good practice to implement in the work of the project manager, as social media tools help to simplify things: getting noticed, staying in touch with people, and getting information from different parts of the world.

"Social media is a great tool for sharing results so people involved in the project, both project team and stakeholders, can stay updated with the progress."

Interviewee No.5

In the context of the following study, the respondents were asked to identify their purpose of social media use. As expected, all participants have recognized the need of implementing social media for communication, both internal and external (see Figure 4.6). Marketing and promotion also have been identified by 9 of 9 managers as one of the main reasons for using social media. Interesting to see that only 60% of the participants are using social media for one of the primary project management functions – planning. (see Figure 4.6)

PURPOSE OF SOCIAL MEDIA USE
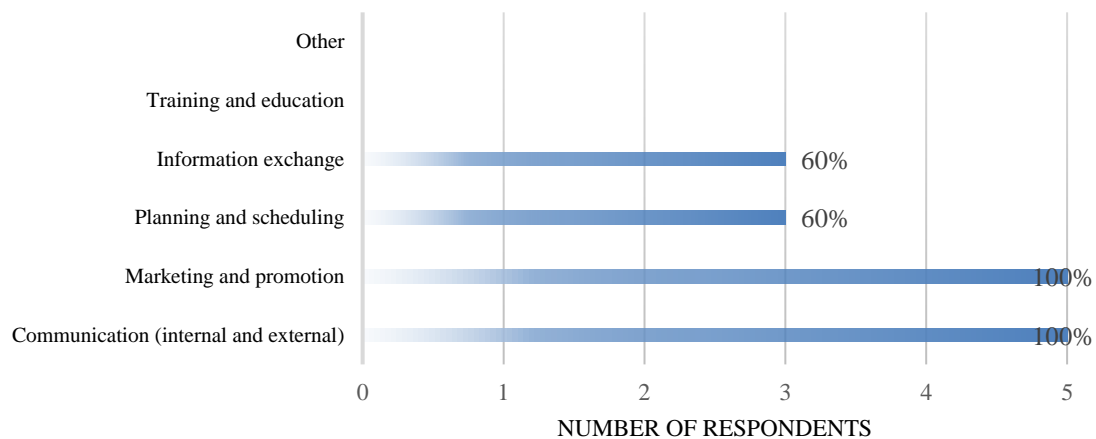
Figure 4.6   The response rate to the question 'What do you use social media for?'.

One of the respondents believes it would be great to implement more social media in everyday work, if it would have a purpose and help the project work.

"Unfortunately, I can't see any direct links for that in the moments aside from promotion."

Interviewee No.2

Figure 4.8 illustrates the tools that the participants of the following study are implementing in their workplace. The following tools have been broken down into seven categories, according to the theory described in Chapter 2 Section 2.1.1. The results indicate a high usage of tools with the 'instant messaging' function, such as Facebook, WhatsApp or even Snapchat (see Figure 4.8). The reason for that lies in the

practicality and convenience of the following tools, which allow for better communication and help getting teams to collaborate and work together more efficient. As it can be seen in the figure, tools that are used for publishing and work with video/audio/image material are not quite useful for the purposes of the project management. This is influenced by the nature of the tools: publishing tools mostly include blogs or blog-like software, where people share personal experiences and thoughts about a particular area of interest: video channels and audio podcasts also usually relate to a particular field and most suitable to provide tutorials and training sessions. As shown in Figure 4.6, none of the respondents have recognized the use of social media tools for the educational and training purposes.

What impact social media tools have?
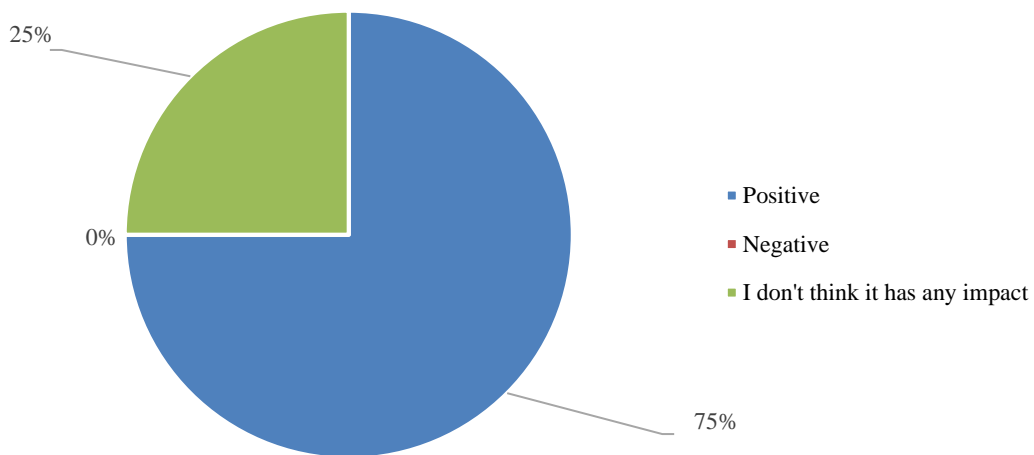
Figure 4.7   *The response rate to the question 'What impact social media tools have on your work?'.*

Findings revealed that despite the convenience that social media tools give project managers, some of the respondents see these tools as very much overwhelming: therefore, most people in the field are not ready yet to put them into action. (see Figure 4.7)
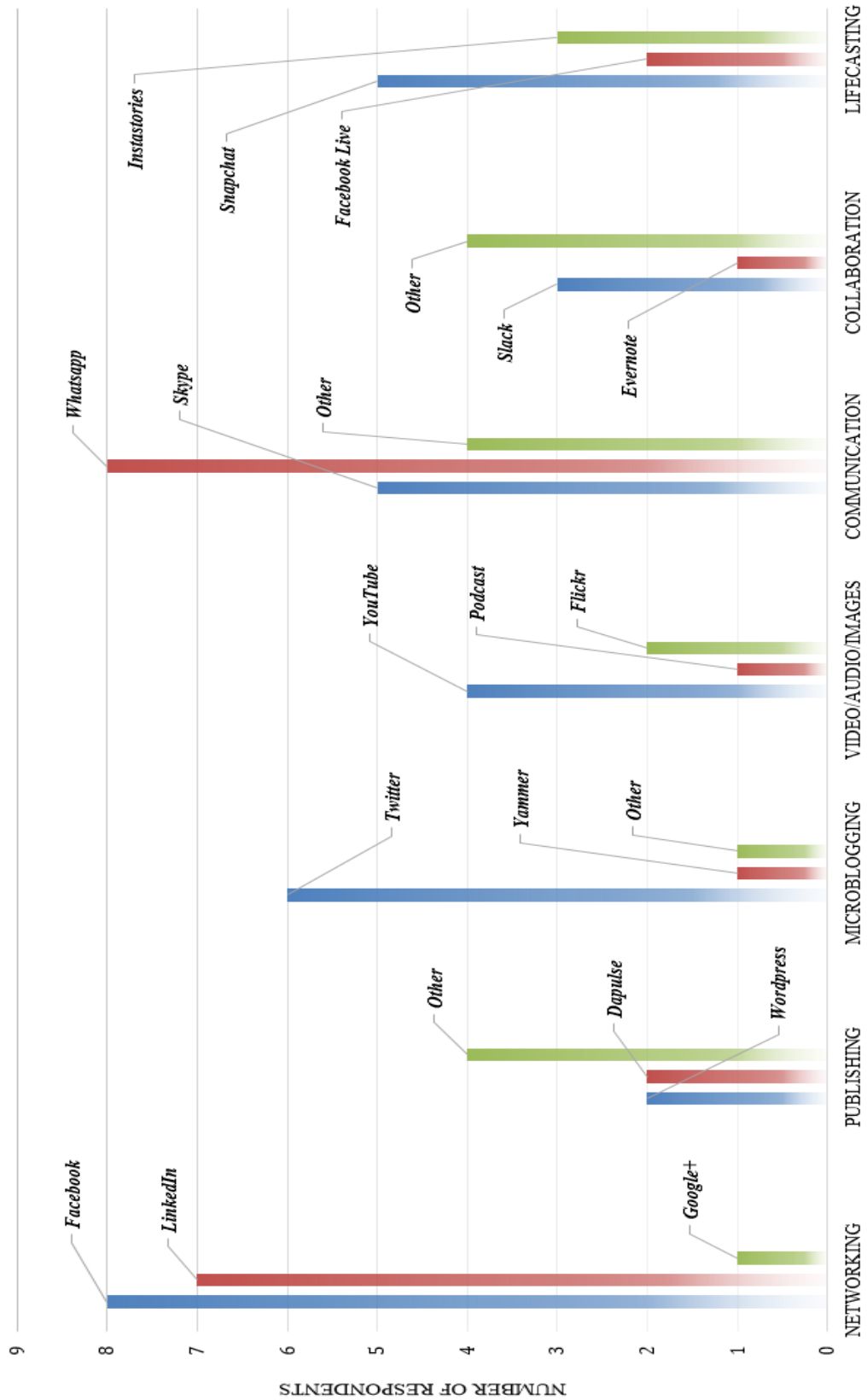
Figure 4.8   The most implemented social media tools according to Brown's categories. (Based on research findings)

5   Chapter Five

Chapter 5 analyses and discusses the data results presented in Chapter 4 of the following study. The discussion is informed by the research issues stated earlier in Chapter 1. The following chapter defines the connection between theoretical knowledge and actual data.

5.1   Social media in everyday project environment

Findings stated in Chapter 4 of the following research paper indicate that not only social media has become a significant part in people's everyday lives, which made the authors agree with Kietzmann et al. (2011); it has also become an essential part of the project manager's daily work. A large share of respondents uses social media tools in order to communicate, promote and market their business or to plan, schedule and exchange information. Further it becomes obvious that there are two ways of how social tools are being used in project management: either externally, to interact with the general public and increase the level of attention towards a project, or internally, to interact between member of a project team and/or other stakeholders involved in the project. In the following Table 5.1, social media tools, which are used by project managers in this research, will be presented according to external and internal usage.

Table 5.1   Internal and external use of social media tools.

Category	Social media tools in external use	Social media tools in internal use
Networking	- Facebook - LinkedIn	- Facebook - LinkedIn - Google Plus
Publishing	-	- Wordpress - Dapulse
Microblogs	Twitter	Yammer
Video/audio/images	- YouTube - iTunes podcasts - Flickr	-
Collaboration	-	- Slack - Evernote
Communication	-	- Skype - Whatsapp
Lifecasting	- Snapchat - Facebook Live - Instagram Stories	-

The table clearly shows that in terms of managing projects in the creative sector, social media tools that are used for networking, publishing, microblogs, collaboration and communication are almost exclusively used internally and have high effects on the effectiveness of a project. The remaining tools for managing video, audio or

images, as well as lifecasting are all used externally and play a more important role in engaging with customers and clients or just presenting the project to the general public.

Contrary to the ideas published in the study by Trilog Group (2012), which suggested that social media tools are not really beneficial for project managers, 60% of the respondents believe social media is very much relevant in their work as a project manager (see Figure 5.1).

SOCIAL MEDIA RELEVANCE
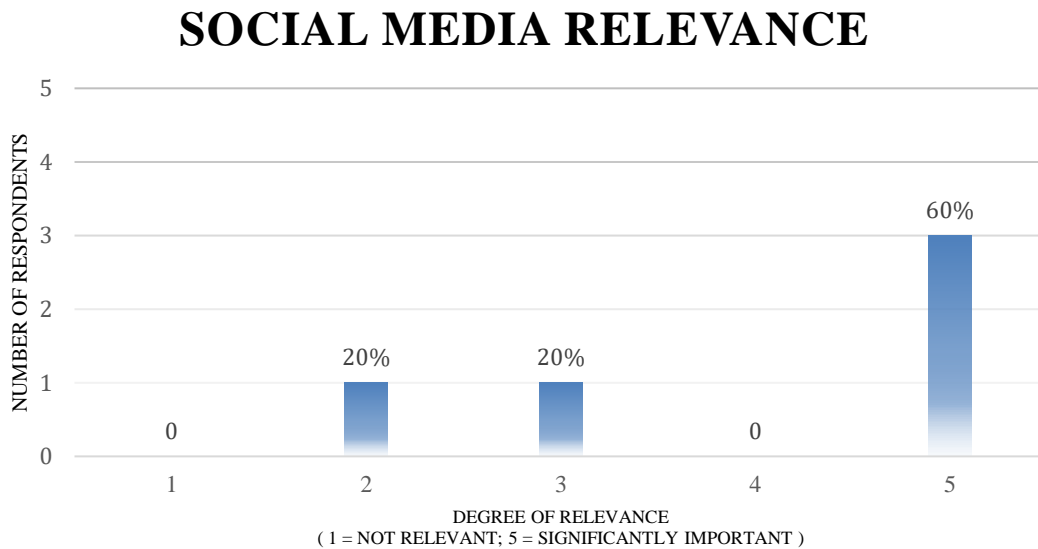
Figure 5.1   *The response rate to the question 'How relevant social media is for you as a project manager?'.*

In regard to the external use, all of the respondents mentioned at least one of seven functional blocks of social media identified the by Kietzmann et al. (2011). One of the important things to focus on here is the *identity*, which is closely related to the main risks of social media identified by the respondents in the following study; that one might post something harmless, but as people might fail to see or comprehend the context of the information given, it might create a bad image or destroy the reputation of the business or the individual. Other than stated by Kietzmann & Angell (2010), the participants see more threats for the reputation that for the privacy.

Another aspect mentioned by the respondents was the *presence* in social media. In particular, project managers working in public relations, marketing and event management mentioned that it is highly important to show presence regularly and interact with their audience, which aligns with the arguments proposed by Kaplan and Haenlein (2010) who claimed that social media presence is influenced by the intimacy and immediacy of the relationship medium, and the higher the level of social presence, the more likely it is to make conversations more influential.

Unintentionally, several respondents also mentioned some of the 4C's of social media, identified by Harrin (2010) and introduced in Section 4.1.3 of the following study. One of the respondents said that it is important to keep a track of one's competitors in order to keep up with the game and stay relevant and consistent on the online arena, which could be referred to as the part of 'cognize' principle. 'Congruity'

was mentioned when the respondents were asked to discuss the way they keep a track on metrics and measurements of their online activities. Here, different tools for tracking online traffic were noticed by, among which Google Analytics seemed to stand out as the most commonly used one. Also, the principles of 'curating' and 'chasing' were touched upon by many of the respondents. Corresponding to the author, they also see a need in engaging and interacting with their audience online, and one of the interviewees made an emphasis on how essential it is for an organization to choose a person specifically trained as an online representative. Lastly, the 'chase' principle has been mentioned several times by different respondents as they claimed the importance of listening, engaging and responding appropriately. Such a commonly accepted and expressed opinion also supports the theory presented in Harrin's study (2010).

Based on the information provided during the interviews, a relatively obvious observation has been made by the authors: the respondents in the age groups of '25-30' and '31-40' are a lot more engaged and informed about social media tools and their advantages, contrary to the older generations. The latter tend to be lacking a lot of knowledge and time to learn about social media, thus having difficulties to catch up with fast-paced digital environment. Researchers assume that educational background has a something to do with this fact. The younger generation tend to express an early interest towards social media; therefore, they intentionally choose to educate themselves about social media and to find an occupation that will be strongly related to it. Several respondents also put an emphasis on their belief that in order to work with social media, one needs to have a marketing background in order to understand how things work. As project management arena is mostly dominated by people of an older age group, the authors agree with Harrin (2010) that this might be the reason for project management being kind of slow at renewing and innovating its tools and practices. Therefore, the older respondents appreciate younger generations working in their organization and sharing social media knowledge, as they find it to be one of the easiest and best ways to keep updated and learn about social media skills. The younger generation understands the importance of this new skillset, and they tend to be more courageous and open to implement more social media in their work.

5.2   The combination of skills

The theory indicates that the role and title of a project manager can vary depending on the industry, the nature and needs of the project, etc. (Garton and McCulloch, 2012). The following study represents the data gathered through collaboration with different professionals, each of whom is claimed to play the role of a project manager while being assigned to significantly different positions within their companies. Regardless those positions occupied by the respondents, there has been a common agreement upon the key skills one should possess in order to be a successful project manager. As mentioned in Section 4.3.3, 9 out of 9 respondents identified communication as the number one skill (see Figure 4.3). This goes hand-in-hand with the ideas expressed by the number of academics, including Kerzner (2013), Harrin (2010) and Lester (2007), who highlight the significance of strong communication skills and effective means of information sharing.

As the outcome of the project work is strongly reliant on the common effort and interaction with project participants and project stakeholders, both practitioners, in particular 55,6% of respondents (see Figure 5.2), and academics have a strong belief

that one has to listen carefully to others and be able to comprehend what different project members are trying to communicate. Exceptional project managers should not only be able to show the business world their strong knowledge base, but to be able to know how to use their 'soft core'. Miller (2016) suggests that a successful project manager should not only be able to maintain good level of communication and teamwork, but he or she should also be emotionally intelligent, especially in the context of social media. As the interviews have shown, project managers support the idea of an EQ being an important trait for their career, and they do not believe that social media will suppress it. In fact, some of the respondents emphasized the significance of emotional intelligence, especially online self-regulation, when implementing social media tools at work. Moreover, most of respondents have a strong belief that social media helps to enhance project manager's soft skills.

According to the literature on project manager's skills presented in Section 2.2.2 of Chapter 2, the third most crucial skill for a project manager is the ability to have a vision. 55,6% of the respondents recognized visioning as one of the most wanted competences of a project manager. Vision does not only help to get a clear and extensive knowledge about the project, but also gives project managers an opportunity to predict and prepare for the possible obstacles that might come along the way. For this reason, Shenoy (2014) believes that one should always have a backup plan up in the sleeve to turn the situation around at any time. During the interviews, one of the respondents was giving a lot of examples of different projects when things were going in the wrong or unpredictable direction; therefore, the respondent emphasized the need of an emergency plan.

"Stuff is always going to happen. ... Business-wise, it's always important to have a strategy if things go south. You always need to have a plan for everything."

Interviewee No.7

Figure 5.2 summarizes the skills that have been identified by the respondents of the following study as the key skills that a needed for a project manager to be successful within creative sector. As it can be seen in the figure, the following skills have something in common – none of them is really a technical skill. According to the literature on the skills introduced in Section 2.2.2 of the following study, technical skills only embody twenty percent of what it takes to be a successful project manager. As the creative sector mostly requires managers to work and integrate with people, the respondents find the soft skills to be of a greater value. Moreover, when social media gets involved, increasing the intensity of communication and making the environment more globally enforced, it becomes of a bigger matter to know how to handle non-verbal communication.

"Social media is increasing the value of face-to-face interaction. In most of the cases, it is more specified than verbal collaboration, and you can enrich the level of understanding between team members and clients."

Interviewee No.1
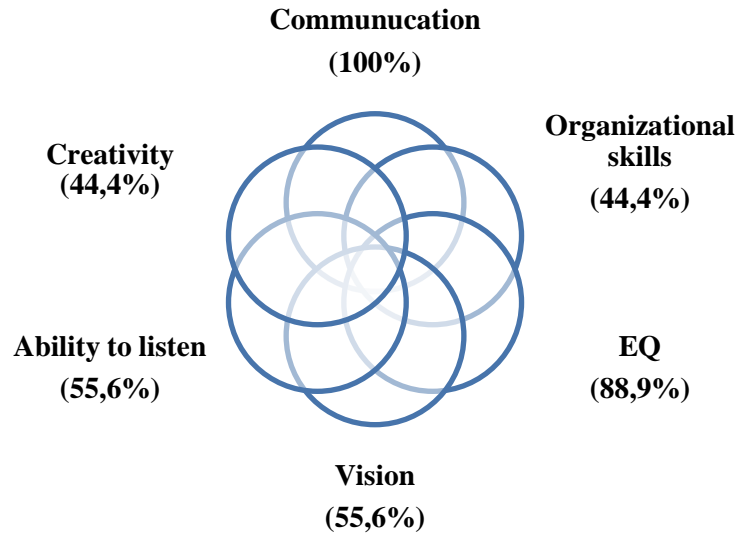
Figure 5.2 *The combination of the key skills needed for project managers. (Based on the research findings)*

5.3   Currently used social media tools

The majority of the social media tools' categories, which have been discussed in Section 2.1.1 of Chapter 2, happened to be relevant in the respondent's work. For many of the surveyed project managers social media play an important role for the purposes of promotion and marketing. According to Figure 4.8 presented in Chapter 4 Section 4.3.4, one the most implemented tools are the ones that follow under 'networking' category, in particular Facebook and LinkedIn. The authors think it is interesting to mention that in the paper prepared by ProjectPlace (2012), social media networking tools are deemed to make a better fit to fulfil public relations and marketing purposes. Nevertheless, it also became evident that there are a variety of other tools, which are being used by project managers during the project lifecycle; for engaging with stakeholders, clients and encouraging all members of the project team to have a better and more efficient communication throughout a project.

In the context of the following study, there are three dominant types of tools that are being used by the project managers have been identified. The following categories include networking, communication and collaboration. More specifically, the tools being used by the majority of the participants (more than 50% of the total number of respondents) are Facebook, LinkedIn, Twitter, Skype and WhatsApp (see Figure 5.3). The authors assume that such a preference in terms of tools among professionals can be to a greater extent stipulated by the personal use of social media tools. It has been mentioned several times throughout the study that social media is a relatively new area for project management, and its business applications has emerged from the private usage.
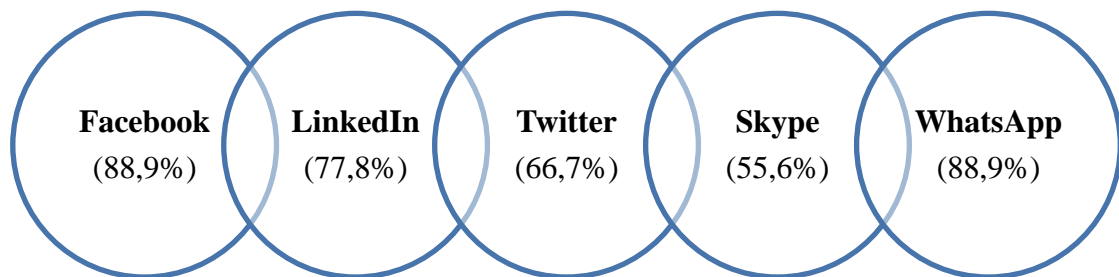
Figure 5.3   *Most prevalent social media tools.* (Based on the research findings)

5.4   Social media impact

There has been no definite opinion about the impact social media tools have on the work of the project managers. According to Popescul and Georgescu (2013), there are many benefits of using social media instruments in different stages of a project, as they might positively influence the relationship with the target group, could lead to a resource usage and foster creativity, on condition that the risks associated to these online tools should not be neglected. Beneficial features of social media tools that have been discussed throughout the study, including Section 5.5, are impeccable; however, when considering the influential power of social media, one simply cannot disregard the negative side of it.

The drawbacks that come with social media implementation have a significant impact when these tools are being used by project managers for external purposes. As mentioned in Section 2.2.2.2, Harrin (2010) identified four communication challenges for project managers:

1. Communicating up and out to stakeholders and sponsors;

2. Managing miscommunication;

3. Communicating for team building;

4. Managing the team's communication preferences.

Many of the respondents have recognized the challenge of miscommunication, which can also result into misinterpretation, as one of the biggest challenges that project managers within the creative sector have to encounter occasionally. The interviewees see the extensive danger of the false information being spread, which can easily lead to severe damage of business in general or a certain individual, as well as overshadow the benefits and opportunities of social media.

One of the respondents also mentioned that *"the project manager has the responsibility to select or adapt to social media tools that will make it easier for everyone on the team",* which aligns with the fourth challenge identified by Harrin (2010). However, even the respondent herself could not give a definitive answer whether or not the following ability is a blessing or a curse.

6   Chapter Six

Chapter 6 is the last chapter and concludes the degree project with a summary of key findings, conclusions, and recommendations for further research. The following aspects are aligned to the objectives identified earlier in this research study.

6.1   Discussion

The present study has proven the importance and relevance of social media tools in the work life of project management practitioners. The study aimed at distinguishing social media tools adopted for the needs in the context of project management. From the findings obtained through this study, various tools have been applied for the purpose of boosting communication, information and knowledge sharing, and collaboration amid the project management team and project stakeholders. The following tools include Facebook, LinkedIn, Twitter, Skype and WhatsApp.

The results of the thesis show that social media is a relatively new area for project management. People seem to find it yet quite challenging to rely fully on social media tools when managing projects; they prefer to use it for communication and collaboration inside and outside the project, as well as for the purposes of marketing and promotion, while continue using their old practices and methods for the rest of the project purposes. The impact of social media is quite extensive, and different tools come with their own diverse benefits and drawbacks. Social media is not only important to implement in terms of enhancing project performance and its efficiency, it is further necessary in order to keep up date with the ever-evolving technology that shapes our life today.

The participants tend to believe that social media is not a replacement of skills that are required for project managers; contrariwise, it is rather enhancing the already existent skills of any competent project manager.

6.2   Conclusions

The following conclusions can be derived from the research findings in order to provide the answers to the research questions established in Chapter 3 of the consecutive study.

A need for social media in project management

Based on the theory and the collected data, the authors came to the conclusion that there is a need for social media in project management. It became obvious to the researchers, that social media has a place for implementation and improvement within project management, and it is basically just a different set of tools that help project managers to do things they have been doing for years. After all, technological advancement will continue its growth; social media will also continue to grow and mature into the real paradigm shaping the way people practice project management.

Social media application in project management

Taken from the interviews, social media tools that are used for managing projects internally are mostly for the communication and collaboration of the professionals. Other important aspects represent the external usage, where the goal is more on the side of representing the organization or business and creating awareness towards

clients and customers. As a conclusion, it can be said that both aspects become necessary and/or convenient tools that project managers should learn to implement in their daily work life.

Most prevalent social media tools

The following study helped to distinguish and outline the list of social media tools that are used by project management professionals in the Swedish creative sector. The researchers have identified the list of social media tools, based on the top selection from the research findings. The following tools include Facebook, LinkedIn, Twitter, Skype and WhatsApp. However, it is still important to mention that the participants tend to believe that social media is not a replacement of skills that are required for project managers; contrariwise, it is rather enhancing the already existent skills of any competent project manager.

Effects on the role of the project manager in creative project environment

Social media use by project managers is evident and unchallenged. Whether it is the fact that an individual wants to keep up with the current technology or just to find the fastest and easiest way to interact with others, social media has proved to have an impact on the lives of the participants in the following study. However, the researchers found it difficult to find a definitive answer to the following question, as people still find it challenging to find the best way to implement social media in their work. The two main effects that have been highlighted by the respondents come as follows:

- Social media is, indeed, simplifies a lot of things and make the project manager a stronger link between the project and the project actors;
- However, social media - with its risks and the constant demand to be available 24/7 - adds a lot of stress to the already nerve-racking job.

The main risks and challenges project managers encounter when using social media

Benign features of social media tools that have been discussed throughout the study are above suspicion. Based on the following study, the benefits of social media tools seem to point towards the high levels of interpersonal connections, which allow for instant and efficient exchange of information throughout a project. Moreover, the following advantages are closely linked with personal matters. In the context of the following study, the respondents put their emphasis on enhanced communication and understanding between different project actors, excellent opportunities for self-development and personal growth; and the amusing experience that comes with social media implementation.

Nevertheless, when considering the powerful potential of social media, it is hard to disregard the negative side of it. The main risks identified in the current research revolve around communication and mainly concern the use of public social media tools. If one can manage to leverage the positives and minimize the negatives, organization, projects and teams could profit immensely from integrating some elements of social media into the everyday project management environment regardless the industry.

Table 6.1   Summary of the conclusions in relation to research questions.

Research question	Conclusions
RQ1: Is there a need for social media in project management?	There is an evidence that there is a need of social media in project management.
RQ2: How social media is deployed in creative project management?	Social media is used in two ways - internally and externally. Internally: for communication and collaboration between different professionals involved in the project. Externally: for representation of the organization or project and creation of awareness among stakeholders and clients.
RQ3: What are the most prevalent social media tools?	Facebook, LinkedIn, Twitter, Skype and WhatsApp.
RQ4: How social media affects the role of the project manager in creative project environment?	No definitive answer. Still challenging for people to recognize the change.
RQ5: What are the main benefits and challenges project managers encountering when using social media?	In the context of the following study, the emphasis is put on enhanced communication and understanding between different project actors, excellent opportunities for self-development and personal growth; and the amusing experience that comes with social media implementation. The main risks identified in the current research revolve around communication and concern mainly the use of public social media tools.

6.3   Limitations of the research study

The research was based on the personal interest of researchers to obtain a deeper knowledge about the relationship between project managers and social media, which appeared to be a great experience in the sense of learning process. Having that said, the following section highlights the most important limitations, which have to be taken into consideration in reflection to the conclusions made above.

The first limitation was raised by narrowing the research area down to one industry, particularly creative industry. This industry is known to have a high level of creativity; however, the level of technological advancement within the creative areas, such as marketing, event management or public relations, is relatively low. This might be the reason for the project managers to have a relatively low rate of social media implementation.

Other limitation was concerning the sample size. Due to the little number of participants it is quite challenging to develop reliable data that can later serve as the guideline for project management professionals in the creative sector. However, the

research strategy of semi structured interviews allowed for in-depth insights to contribute to existing knowledge, and therefore create a base for the researches to come.

As the topic of social media in project management is relatively new, there are not that many scientific and academic papers that would provide a strong and diverse theoretical basis for the research. Moreover, it is commonly known that technology and social media are rapidly changing, which also might make it hard to find the most relevant and reliable information regarding the matter.

6.4   Recommendations for further research

The involvement of social media in people's lives is growing incrementally. Sooner or later, it will take over the majority of industries leaving people no choice but to embrace the power of the new digital tools. The way people work online - both inside and outside of projects - is far from perfect, which gives countless opportunities for improvements for the years to come.

The current study has several delimitations. It focuses on only one industry, in particular the creative industry, which has initially been of a personal interest to the researchers. However, the authors believe that due to the transferability of the following study, it can be easily applied in the context of any other industry. Accordingly, further research could investigate and present the results obtained from other areas such as automobile, construction or manufacturing. Due to the higher level of technological advancement, the above-mentioned industries could give some new insights into the use of social media, as well as its effects on project managers and project teams, and therefore project performance.

It would be beneficial to conduct a similar type of study on a larger scale, in order to obtain more reliable data and be able to develop trends towards social media tools used in the project management environment. As social media is an ever-changing subject, its constant evolution process also makes it necessary to conduct this type of study once in a while, in order to always have a current perspective in term of the current trends and new social media tools. This will also allow for a higher level of relevance and validity of the data.

In terms of communication and collaboration, organizations need to put more focus on educating their employees. For this, it is necessary to organize trainings and workshops in-house or to provide employees with an opportunity - both in terms of time and financial support - to attend educational seminars outside of the company. As it has been already mentioned, social media is constantly evolving, which does not give people a chance to be fully educated about it all the time. Therefore, in order to get more benefit out of implementing social media tools, it is necessary for organizations to make sure their employees are always up-to-date with the latest tools and techniques.

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Appendices

Appendix A

Interview guide for semi-structured interviews

Respondent's background:

- What are you currently working with and what is your position / responsibility?
- Tell us about your career path, how did you move into project management / managerial role in geneal?
  - *How did you learn your skills? (i.e. education / self-interest / working necessity)*
- How did you get interested in social media?
  - *Are you active on social media outside of your work?*
  - *How important social media is for your company and your current position?*

Role as a project manager:

- Project manager - a core competence or a niche capability?

  - *Give your personal opinion about that*

- What is your approach to managing projects?
  - *Do you manager people and projects or just projects?*
- How would you say your role changed as a project manager when the SM got involved?*
- What's your favourite aspect of being a project manager?*
- Describe one of your most challenging projects. Why was it challenging and how did you pull through?

*if applicable

Creative settings:

- Would you consider yourself as working creatively on projects?
- How is it working in creative industries rather than the engineering world?*

*if the respondent has a relevant experience in both fields

- Do you think creative industries (i.e. marketing and advertising, entertainment, design and fashion, etc.) are in need of social media? Why?

Skills:

- What kind of skills do you think you need to be a successful project manager nowadays?
  - *What do you say is the most important skill?*
  - *How do you keep up your project manager skills? (i.e. trainings/workshops organized by your company, self-development, etc.)*
- Do you think that social media is killing 'soft skills'?

- Do you believe emotional intelligence (EQ) is an important aspect for a manager?
    - *What do you think is more valuable EQ or IQ and technical skills?*
    - *What is your personal take on this?*
- How do you gain social media skills?

Social media:

- Do you think it's important to first assess organization's readiness for adopting new tools?*

*if applicable

- How is social media involved in your work?
    - *What sm tools do you use and why? Give examples*
    - *What is the best combination for a success of a project (if you believe there is such)?*
- What objectives prompted your organization's decision to use social media? (i.e. build brand recognition, improve online/offline reputation, better communication with stakeholders and customers, etc.)
- Social media functionality is constantly evolving. How do you stay updated?
- Why do you think a project manager should be interested in social media tools and ways they can support existing project management techniques?
- Are there any guidelines you must follow when using social media tools? If yes, who defines those guidelines?
- Do you have an editorial calendar? How do you schedule posts?
- How do you integrate social media with offline events?*

*if applicable

- What are the benefits of using social media?
    - Personal?
    - Organizational?
- What are the biggest challenges in today's digital world / with social media within your industry?
    - *What is a limitation you've experienced on a social media platform? How did you overcome this?*
    - *What are the main risks?*
- Describe your negative experience with social media and how did you deal with it?
- How does success on social media look like for you?
    - *What are relevant metrics to evaluate social media success?*

- Do you have any predictions about any up-and-coming platforms / trends we should watch out for?

- What is the main lesson you've learnt from social media?

Appendix B

Questionnaire: Social media and its impact on the work of a project manager

With this questionnaire we aim to create a little summary of our research and highlight some essential moments.

We would like to take an opportunity to thank you for your help and the chance to speak to you during the past weeks so we could have an insight of your work. Your input into our project is invaluable.

Anastasia Levchenko & Julia Volz
Master students, International Project Management

*Required

Background information

1. Gender *
   Mark only one oval.

   ◯ Male
   ◯ Female

2. Age *
   Mark only one oval.

   ◯ 18-24
   ◯ 25-30
   ◯ 31-40
   ◯ 41-60
   ◯ 60+

3. Role *
   Please, give a short description of your current position. You don't need to give a company name.

   _____

4. Main work tasks *
   Please, give a brief description of your main work tasks or areas of expertise, i.e. strategic planning, communication, etc.

   _____

   _____

   _____

   _____

   _____

5. Field of work *
   Mark only one oval.

   ◯ Marketing and advertising
   ◯ PR
   ◯ Event management
   ◯ Entertainment
   ◯ Other: _____

Social media at work

6. How relevant social media is for you as a project manager? *
   Mark only one oval.

	1	2	3	4	5	
Not relevant	◯	◯	◯	◯	◯	Significantly important

7. How often do you use social media in your work? *
   Mark only one oval.

   ◯ Rarely
   ◯ On a weekly basis
   ◯ On a daily basis
   ◯ On an hourly basis
   ◯ I don't use social media at all

8. Please choose networking tools you use for work: *
   Tick all that apply.

   ☐ Facebook
   ☐ Linkedin
   ☐ Google Plus
   ☐ Xing
   ☐ Other: _____

What kind of social media tools do you use in your work?

Please, select suitable options

9. Publishing tools *
   Tick all that apply.

   ☐ WordPress
   ☐ Blogger
   ☐ Typepad
   ☐ Other: _____

10. **Microblogs** *
Tick all that apply.

- [ ] Twitter
- [ ] Yammer
- [ ] Other: _____

11. **Tools you use to work with video/audio/images** *
Tick all that apply.

- [ ] YouTube
- [ ] Blinkx
- [ ] DailyMotion
- [ ] iTunes podcasts
- [ ] Podcast Alley
- [ ] Flickr
- [ ] Picasa
- [ ] Other: _____

12. **Collaboration tools** *
Tick all that apply.

- [ ] Digg
- [ ] Diigo
- [ ] Instapaper
- [ ] Evernote
- [ ] PBworks
- [ ] Zoho
- [ ] FMYI
- [ ] Other: _____

13. **Communication tools** *
Tick all that apply.

- [ ] Skype
- [ ] AOL Instant Messenger
- [ ] Windows Live Messenger
- [ ] WhatsApp
- [ ] Yahoo! Messenger
- [ ] Slack
- [ ] Other: _____

14. **Games and virtual worlds** *
Tick all that apply.

- [ ] Second Life
- [ ] Friendster
- [ ] Other: _____

15. Lifecasting tools *
Tick all that apply.

- ☐ UStream
- ☐ Livestream
- ☐ Snapchap
- ☐ Faebook Live
- ☐ Instastories
- ☐ Other: _____

16. What do you use social media for? *
Tick all that apply.

- ☐ Communication (internal and external)
- ☐ Marketing and promotion
- ☐ I don't use social media
- ☐ Planning and scheduling
- ☐ Information exchange
- ☐ Training and education
- ☐ Other: _____

17. What impact does social media have on your work? *
Please, select the most prevalent one
Mark only one oval.

- ○ Negative
- ○ Positive
- ○ I don't think it has any impact

Thank you for your time and participation!

We would like to thank you once again for finding time and enthusiasm to contribute to our research. We wish you all the best in your line of work and hope to get a chance to maybe collaborate with you one day professionally.

Best of luck!

Anastasia and Julia

Personal Reflections

The following part aims at describing personal thoughts, concerns and reflections that emerged during the process of conducting and finalizing the following study.
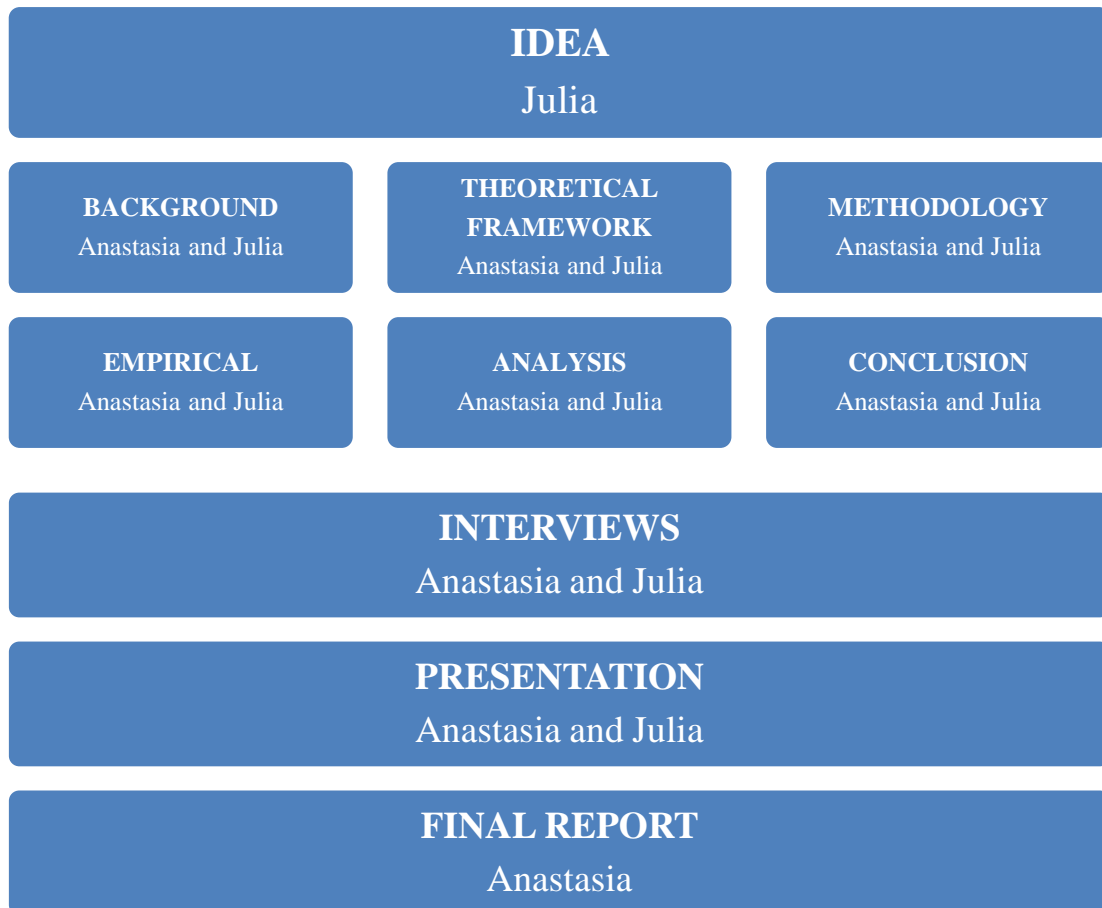
The study appeared as a result of the authors interest in the topic of social media as well as curiosity for working in the creative sector. Julia was the first one to come up with the idea of combining both subjects together into one, and exploring the effects of social media on project management. The direction for the study was chosen early in December 2016, but it took us some time and effort before we could actually start our work.

The initial plan was to write the thesis for one of the companies in Gothenburg, with which the topic was discussed later in December, and the preliminary plan for the thesis was laid out. However, due to some particular circumstance, the agreement was cancelled in February 2017, which made us face a number of complications. Being honest, one of the biggest challenges for us was finding appropriate respondents that a) have time and willingness to be interviewed; b) match our profile; c) can do it in the given timeframe; d) preferably located in Gothenburg. With the help of LinkedIn, we have reached out to more than 40 people, only 9 of whom agreed to meet up with us and share their perspectives.

As it has been mentioned before, the interviewees represented different fields of the creative sector, which played both for our advantage and disadvantage. The discussions in a form of personal meetings helped to connect with people more, created more open and trusting environment and, therefore, allowed for better insights into the perspectives of different professionals and gave an opportunity to look at the matter from different angles. However, having such a diverse group of people made it harder for us to combine the results and create a uniform argument or 'trend'. Objectively, it made it hard to us to build a strong theoretical base that can be used as a scientific paper.

Another challenge was to gather a relevant information to lay out a strong theoretical foundation. Social media is a relatively new topic, especially in the context of project management; therefore, not so many scientific papers have been written to support this topic. We had to combine little amount scientific articles we could find with the information found all over the Internet – in blogs, articles that have been written by project managers and so on.

Overall, the thesis work has been spread evenly throughout the whole process and the communication between the authors has always been easy and convenient. From time to time, it has been a little difficult for us to find time to really sit and work together, as both of us had busy working and studying schedules. The most important is that we have made sure we were always there to make big decisions while having a face-to-face discussion, as we thought that for all the other things it was not a necessity to meet up every time. The figure below represents the distribution of the workload between the authors.

IDEA
Julia

BACKGROUND	THEORETICAL FRAMEWORK	METHODOLOGY
Anastasia and Julia	Anastasia and Julia	Anastasia and Julia

EMPIRICAL	ANALYSIS	CONCLUSION
Anastasia and Julia	Anastasia and Julia	Anastasia and Julia

INTERVIEWS
Anastasia and Julia

PRESENTATION
Anastasia and Julia

FINAL REPORT
Anastasia

All in all, the authors agree that the study was challenging, but also rewarding and a nice journey to take. The following study has been of a great value for our learning and understanding of different topics. We became more aware of different up and down that a person might encounter when dealing with this type of a project. Concerning the overall process, we have to admit that it was quite exciting. Generally, we liked learning about different aspects of creative industries in the Swedish arena. We have been thrilled to meet so many different people and get to learn about their journeys. The study helped us realize that the creative sector is not as fabulous as it seems to be: it takes a lot of effort and nerve to be a part of it. Maybe, this thesis will not be of the greatest value for our future employment, but we believe that the most important thing for us was to focus on the topic we were personally really interested in and to make it work.