Research Colloquium
Deakin University
24th October, 2011
Anni Rowland-Campbell

Deakin Graduate School of Business

Supervisors: Professor Ross Chapman
Assoc Professor Ron Beckett
Assoc Professor Angelina Russo

Discipline: Organisational Governance and Technology

Stage: Confirmation of Candidature – 10th November, 2011
Structure for presentation

• Introduction and background
• Evolution of the digital brand
• Research Questions
• Methodology and Process
• Anticipated Outcomes
• Questions?
The link between communication and character is complex, but unbreakable. We cannot transform all our media of communication and expect to remain unchanged as people. A revolution in the media must mean a revolution in the psyche.
A revolution doesn’t happen when a society adopts new tools, it happens when a society adopts new behaviours.
What if we designed for data the way we design for people?
What if we treated data as if it were a person?
Emergence of the digital brand

The emergent networked social enterprise

digital brand
Real time dashboard measuring the communications ecosystem utilising semantic social technologies and processes

Authenticity
Semantic filters based on the alignment between intent and activities

Sustainability
Semantic filters measuring trust relating to reputation and resilience

Data
Sensing actions and communications of stakeholders

Data
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Sensing actions and communications of stakeholders
Research Question – the digital brand in context

Governance, trust, transparency and technology; the emergence of the digital brand

How does the digital brand make explicit the relationship between governance and trust within organisational value networks?
1. Structure and agency are inextricably linked;
2. People are intrinsically involved with society and actively enter into its constitution, and
3. People are not 'outside of' social structures and vice-versa, they exist symbiotically, and social structures are, in fact, a manifestation of the inter-relationship between structure and agency.
Our societies are increasingly structured around the bipolar opposition of the Net and the Self
The model

The Network - Dominion - Transparency

Filters – norms, values, resources

Organisation
Structure & Processes
Stakeholder engagement

Agency
Individual actions
Legitimacy
Social connections

The Self

The Other - Authority

Emergent Digital Brand

Trust

Language

Data

Governance

Language

Data
Conceptual Framework

How does the digital brand make explicit the relationship between governance and trust within organisational value networks?

Definitions & Context - Digital technologies, New and Social Media, Emergent Value Networks

“digital brand” in context

Literature, Dynamic, Organic – Statement

Network Enterprise = Structure

Test

Organisation

Governance

Business Processes

Change

Trust

Transparency

Identity

Impact

Imagination

Integration

Agency

The Net & Self

Methodology

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Case Study Methodology

1. Confirm key research questions
2. Evaluate organisations against criteria
3. Confirm case study organisations
4. DGBS Confirmation of Candidature

Set up systems in each organisation
Design data collection protocol
Develop ontologies
Set up online systems

Data collection process
Preparation of data for analysis
Analysis via NLP engine
Linkage back to digital brand metrics

Write up case for Museum Victoria
Write up case for Concourse
Draw cross-conclusions
Feedback to organisations

Modify theory as appropriate
Develop implications
Feedback from organisations
Write up cross case report
Data collection

- Public documents
- Strategy documents
- Interview Notes
- Project Notes
- Social media - internal
- Social media - external
- Survey Responses

Analysis and interpretation

Consistency of themes measured against stated actions and strategy – authenticity & sustainability

Analysis of themes linked to Key Research Questions

Natural Language Processing Engine (identifies key themes)

Ontology (vocabulary) development

Language informs outcomes to questions

Language informs engine

Iterative process
Language arises from conversations and defines ontology
Data collection

- **Analysis and interpretation**
- **Consistency of themes measured against stated actions and strategy – authenticity & sustainability**
- **Analysis of themes linked to Key Research Questions**
- **Natural Language Processing Engine (identifies key themes)**
- **Ontology (vocabulary) development**
- **Public documents**
- **Strategy documents**
- **Interview Notes**
- **Project Notes**
- **Social media - internal**
- **Social media - external**
- **Survey Responses**

Semantic analysis
Themes in context

Language informs outcomes to questions

Language informs engine

Iterative process
Language arises from conversations and defines ontology
## Anticipated outcomes to test against

<table>
<thead>
<tr>
<th>Trust element</th>
<th>Data</th>
<th>Transparency</th>
<th>Sustainability</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictability</td>
<td>Alignment of intent and action</td>
<td>Publication of all relevant materials to all channels relating to stakeholder groups</td>
<td>Consistency of message aligned to activities, promises made and repeatedly met</td>
<td>Ability to identify lack of alignment and non-delivery or non-performance</td>
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<tr>
<td>Value Exchange</td>
<td>Transaction mechanisms and negotiated benefits</td>
<td>Measures of value are clearly defined and consistent, published and regularly updated</td>
<td>Stakeholder environment is continually scanned to ensure value defined meets market expectations</td>
<td>Ability to link value to market feedback in real time, identify gaps and alert decision makers</td>
</tr>
<tr>
<td>Delayed reciprocity</td>
<td>Previous actions, reputation</td>
<td>Publication of works in process, schedules, preplanning</td>
<td>Statements of the future linked to strength of brand and ability to deliver</td>
<td>Ability to future-forecast and innovate</td>
</tr>
<tr>
<td>Exposed vulnerabilities</td>
<td>Willingness to share information that could make one vulnerable</td>
<td>Willingness to engage in meaningful conversations about activities and elicit feedback, active listening</td>
<td>Willingness to adapt processes and strategies based on feedback from stakeholder communities but moderated by core values</td>
<td>Ability to be guided by core intent but simultaneously to refine and reorient where necessary</td>
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Summary

• Digital technologies are changing the way that organisations of all kinds operate within their information ecosystem
• The digital brand is emerging as a powerful way to represent organisational brand within the organisational value network
• Its potential lies in the value it could provide in making explicit the relationship between trust and governance within the organisational value network
• This will be tested by undertaking a case study analysis of two different, but complementary, organisations as their digital brands evolve in the marketspace
QUESTIONS?

Thank you