Investigate and Evaluate
Twitter vs. Digg

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Executive Summary

Social media has become a crucial part of businesses and how they brand themselves. In this case, we analyze two of many social media platforms: Twitter and Digg. Twitter is a popular and frequently used platform consisting of a maximum of 140-character messages while Digg is a niche platform with a compilation of submitted articles.

We learned more about their origins, how they worked, and how they made money after researching these two sites. Upon researching them, we conducted an audience analysis to determine the primary users and which audiences benefited from different attributes of Twitter and Digg.

Our costs versus benefits, SWOT, and Most Like Plus Minus models allowed us to further analyze these players. These were created based off of both research and personal interaction with the platforms. In these models, we investigated each platform for positive features they had and what they were lacking or may want to change in the future. We also analyzed that a novice and professional will utilize these platforms differently due to their varying levels of expertise. Audience analysis becomes a factor here because a public relations professional must take this information into consideration when determining where to focus their efforts. Twitter and Digg have audiences and attributes that may not benefit each user and professional.

A key element of this case was determining effective and ineffective uses of these platforms. We used the 5 Cs - coordinates, channels, content, connections, and corrections - to determine how these platforms could be used and whether they were being used effectively or ineffectively. To help users determine this, we created a scorecard based off of the 5 Cs and ARCS, which is a tool used when syncing goals.

While these platforms may seem very different upon first glance, they do share similarities. They have common factors, however, we did notice that one platform over the other utilizes shared attributes more effectively. This led to us analyzing who would "win" based on set standards and attributes.

Because both Twitter and Digg are social media platforms that have their own unique traits, it is important for users and organizations to properly research different social media players before they make any decisions that will affect their brand.

Introduction

For Case One, our group, *Digg Deep*, was tasked with the challenge to "investigate and evaluate" two social media platforms. Our first platform, a social media "key player", was Twitter. Our second platform, a "niche" social media player, was Digg. Our overall goal was to become an expert on these platforms, be able to answer questions involving the origins, how the platform makes money, costs and benefits, and effective and ineffective uses of the platform.

Background: *Twitter*

The dictionary definition of Twitter is "A short burst of inconsequential information" (Sarno, 2009). This led to inspiration after failing to come up with a name, much like communication students having a hard time deciding on group names. Twitter founders initially considered names such as Friendstalker, Twitch, Twitcher, and Jitter before finally being what it is today: Twitter. More than 400,000 accounts are opened daily worldwide on the platform.

Twitter is an online news and social networking service founded in 2006 by Evan Williams, Jack Dorsey and Biz Stone. Jack Dorsey was the first to send out a tweet that said "Just setting up my twttr." in 2006. Officially, in 2007, Twitter became its own company and in November, 2013, Twitter went public on the stock market. Formally known as "Larry", Twitter's mascot, the logo has transformed over the years. In 2012, Twitter unveiled a centric style logo, much like Apple or Pepsi Cola's logo. The purpose of this strategy is to create a well-balanced, consistent piece of artwork.

Attributes of Twitter include commenting, liking, retweeting, direct messaging, following, and hashtags. A user on Twitter can set up a simple profile with a profile picture and a cover photo. There are options of including a name, biography, location, website and birthday. The website function is purposeful as it creates links to other social media platforms or websites,

such as a personal blog. This is a similarity to Digg's profile settings. Twitter users are able to follow anyone from friends and celebrities to politicians. The most distinctive feature of Twitter from other social media platforms is the ability to direct message anyone. This includes even verified accounts, such as Donald Trump. Circumstantially, this is only permittable if the verified user has opted into this feature, which will be symbolized on a profile if they allow direct messaging. No other mainstream social media platform allows this direct connection of communication from different status levels of user profiles.

Another unique characteristic is the character limit that was made as an arbitrary choice due to the original texting character limits of 160 in older phones. Though Twitter is a mobile-dominant platform and remains so, there is no longer a character limit to text messages that is applicable. Because of this reason, Twitter is currently conducting an experiment with a randomized selection of Twitter users who can sample the new 280-character limit. Twitter does want to maintain its essence of being a "thinking fast" and time- efficient social media platform, so the decision will remain in the feedback and analysis of the cost and benefits of this possible new attribute.

There are multiple reasons for expanding the limit, besides the texting character limit. One reason includes that the limit forces users to "remove a word that conveys an important meaning or emotion" which is true for 9 percent of tweets in English (Wagner, 2017). Tweets in Japanese can convey more meaning with less characters, only filling the character limit 0.4 percent of the time. Twitter also included in a prior update that photos and usernames would not be used against the character limit. Therefore, Twitter is in the process of innovation to hopefully breaking the line of success and failure.

Background: *Digg*

Digg, a news aggregator with a curated homepage, started as an experiment in the fall of 2004 by Kevin Rose, Owen Byrne, Ron Gorodetzky and Jay Adelson. Unfortunately, Digg was beat to the punch because dig.com was already owned by Disney at the time of creating a URL. So, this made Digg improvise whether they should change their name completely or make a simple change. They chose the change.

Digg describes themselves as "the best place to find the most interesting and talked about stories and videos on the internet right now" (Digg, 2017). Everything on Digg is relevant and curated based on whether Digg users "digg up" what links are deemed important and "bury" links of little interest. Digg users are able to submit news stories that they are interested in and want to promote. Then, the stories are put in the Digg queue where they are promoted or demoted by users who review the article. An algorithm then determines most/quickest "diggs" per submission, which then lands the article on the homepage of the website.

Attributes of Digg include digging (liking), bookmarking, and sharing on Facebook or Twitter. Digg relies on the connection of social media platforms, such as Facebook and Twitter, to links of interest or news. For example, a user shares an article they saw on Digg to their Twitter. They do this by clicking the Twitter icon under the dugg article, which redirects the article to the Twitter account with the title of the article and then links it back to Digg's website.

A user can also create a Digg profile with their preexisting Twitter, Facebook or Google accounts. Digg as a news aggregator only reads the content of tweets and has access to the contacts if you link to your Twitter account, but that is all. This is in part due to their two key function components: Digg Reader, which crawls 7.7 million feeds, and Digg Deeper, which

ranks millions of articles and tweets a day. Digg users can set up a brief profile with a username and email. The setup of the profile includes a brief biography, which is optional just like Twitter, and whether you want your profile to show the links you have dugg.

Other characteristics of Digg include broad categories of topics that users can chose to read content from. The one section that is lacking is a category that differentiates the news from opinion, which contrasts from news sites such as The Wall Street Journal. Digg includes, in addition to the homepage, videos, daily morning and evening news additions, and the Digg store, where they promote products they believe in. Digg is not an advertising focused platform, yet it still generates revenue from marketing. Digg believes in native advertising that is appealing to the layout and consumer. Thus, the emphasis on the credibility of quality content and products reflects on positive return of the consumers of Digg.

News vs. Opinions

An area of continuous improvement for our group was differentiating between news and opinions and discussing how content on the platforms can be news or an opinion. Per Merriam-Webster, news is defined as "newly received or noteworthy information, especially about recent or important events." It can also be defined as "information that was not previously known to someone" in more informal terms. An opinion is defined as "a view or judgment formed about something, not necessarily based on fact or knowledge."

Twitter

As of 2017, Twitter, is now the number one news application in the world (Kapko, 2017). Prior to this, Twitter had no real "purpose." Users knew they could share photos, links, and updates, but there was general confusion for what the network was created to do. To solve this, Twitter went through a rebranding process earlier this year. On the app stores, users may have

noticed that Twitter stopped referring to themselves as a social network. They now list

themselves in the news category. They want to be known as a platform that shares what is

happening in the world and reflecting on that.

This may be difficult for Twitter to accomplish. They want to be known as a "news

sharing" platform, but it is inevitable that people will continue to use Twitter to share their life

updates and post their opinions or comment opinions on others' posts. Users know Twitter as a

social media site - not necessarily as a sole source of news. While many younger demographics

get their news from social media sites - such as Facebook or Twitter - this may not have all the

information. Sources they follow could also be biased or not share all the facts because of

personal opinions or beliefs.

For example, Donald Trump has become infamous on Twitter. People follow him

because he provides constant updates and he is expected to be a source of credible, current news

from the White House. But, while he does provide news, it is well-known that his news is often

skewed based on his perception or opinion on the situation. For example, he is quick to jump in

and proclaim information as "fake news" - from sites believed to be credible, such as CNN or

NBC. While he often disagrees with what the media is sharing, you should step back and ask

yourself who is telling the truth and who is sharing their opinion on the matter. If President

Trump tweets "fake news" at CNN, did CNN share inaccurate information or skew the story to

fit an agenda of theirs? Or did President Trump tweet "fake news" because his opinion of the

story isn't the same as CNN's? **This shows the blurred line between news and opinions that

get posted on Twitter.**

For a general user, such as ourselves, Twitter can be used for both news and opinions.

But what we often post does not fit in either of those categories; it would fall under "updates."

While it might be news to us, it is often not relevant to enough people that it could be classified as news. We do have the option to post news, but it typically comes in the form of retweeting or sharing links from other general users or news sites. Opinions on posts and in comments become very common on Twitter - especially on large news sites.

For example, on the NFL's page, a post celebrating a Packer's win over the Cowboys is likely to get feedback from a Cowboys fan (as well as Packer-haters, such as Lions and Vikings fans) proclaiming that their teams are better and the Packers "suck." On Donald Trump's Twitter pages, he is likely to get support from Republicans, but upset Democrats are likely to comment negative, personal opinions on what he shared.

In short, Twitter is making strides and changes to be known as a news-sharing platform. They changed their category listing on the app stores to compete with other news platforms, instead of social media sites such as Facebook and Instagram. There is a fine line between news and opinions shared on Twitter, making it difficult for the platform to only allow one type of sharing over the other.

Digg

Digg is designed for users to submit news stories. They share links from across the Internet and the links can be anything from breaking news to user's blogs. Digg also has an option to share stories that have gone viral across the web (Rouse, 2012).

Users have the option to look through categories like technology and business and can sort their information by "news, images, or videos." Users can specifically pick to just look through stories labeled "news." So, what's left - if all the news is categorized into one section?

Stories that do not make it into the "news" section are categorized elsewise, into sections like "science, technology, and entertainment." Donald Trump even has his own section on Digg

for stories just about him. While the category is labeled "news" - and news is presumably the only content in there - the people who decided it was news (and not fitting in a different category) were doing so out of their *opinion*. They decided that it was big and important enough to be labeled news.

Stories that are shared, though, are considered news in some form or another. They may not be news that applies to a large audience or will impact any of their viewers, but it *is* news. For example, two story headlines one afternoon read: "Nobel Prize Awarded to American Richard Thaler for Understanding the Psychology of Economics" and "Taylor Swift Announces First Shows Behind New Album." These stories affect two very different audiences, but what matters more as far as news?

One interesting aspect of Digg is that while news is shared, what gets shared is often based off of the editor's personal beliefs in combination with algorithms. In this context, this means that accurate, relevant information (news) will get submitted, but it may not be published if it does not align with the editor's opinions. In a sense, the content you are seeing may be honest news, but you are getting a glimpse of opinions through the editor's eyes.

Digg is lacking a commenting feature and users are not able to share or represent their opinions on the site. They can share information they find interesting or applicable to them, but it is unlike Twitter in the sense that users do not have free range to discuss their personal opinions on stories. However, Digg users, who are most likely Twitter users, can share the Digg article to their Twitter account to enable commenting. It is also unlike Twitter because users have to have their stories "dugg" by enough users and approved by the Digg editors and algorithms to make it on the homepage. It is like Twitter in this sense because if enough people incorporate a hashtag

or share a popular article attached, then that news content will make it to the trending topics.

Therefore, Twitter and Digg reinforce each other with news/interesting content.

In short, Digg is a news-driven site. It is constantly updated with news that is going on

right now, but it may not be the "biggest" or "most important" news. Digg users and consumers

solely see news, but some news may not have been published due to the editor's opinions.

The "so what" of this information is that there is a very blurred line between what is news

and what is an opinion. Users need to be cautious and active information consumers - not

believing everything they read or see at first glance. These platforms may have veered from their

purpose at first, but as mentioned about Twitter, they are making efforts to brand themselves as a

"news-sharing" platform.

<p align="center">**Money: *Twitter***</p>

Twitter makes 85 percent of its revenue through advertising. In 2015, they made $400

million dollars from advertising alone (Investopedia, 2017). Advertising on Twitter comes in the

form of promoted tweets, promoted accounts, and promoted trends. These promoted topics

appear at the top of Twitter search results or on the homepage. Typically, these advertisers pay

for these advertisements on a cost-per-engagement basis. Coca Cola, Disney, and Starbucks are

among companies that advertise on Twitter. Data mining also generates revenue for this

platform, which consists of companies buying user's personal information from Twitter. Another

way they make money is by selling the rights to publish live tweets on any trending topic. Bing

and Yahoo are two companies that are included in this business deal (Agrawal, 2011).

However, Twitter has yet to make a profit. They have lost two million customers in 2015

alone along with having lost $2 billion since 2011. Their shares, after reaching their all-time high

on December 26, 2013, have since fallen by 77 percent (Goldman, 2016). There have been

rumors for years that Twitter is up for sale, although there is nothing confirmed at this time. While Twitter has generated sales from sponsored tweets and partnerships, they have not been able to expand their reach like Facebook has.

Money: *Digg*

Digg also utilizes advertisements, or "Digg Ads" to make money. Although they do not rely on advertisements as heavily as Twitter, Digg Ads contributed to 25-30 percent of the company's revenue five months after they were created (Gannes, 2010). Digg Ads are unique to this platform because this content should follow the style of Digg. They also generate revenue through page views, comments, and clicks to publisher's sites also. In 2007, Digg's user space was two-thirds the size of Facebook and at one time, Digg, Inc., was once valued at more than $164 million. In 2012, Digg, Inc. was sold to Betaworks for $500,000 (Bercovici, 2012).

While we knew that Digg made money through advertising, we also knew that they did not want their homepage to be full of advertising and that the money had to be coming from somewhere else. We then discovered that there was more to getting content on the homepage than how many "diggs" the article receives. Another way to get content on the homepage is by paying for it. A general submission fee to be considered for this can cost $300-$500 with a $700 promotion fee. If the content does make it to the homepage, it will cost another $500. This equals $1,200 that you can pay to get your content to the homepage of Digg (Arrington, 2012).

The Communication Process: *Twitter*

Twitter is a platform used for news, politics, sports, pop culture, influencers, and general sharing of information. It allows you to report your status to friends and followers, to share links you find interesting, and can be used to market your brand or product to audiences. Through Twitter, users send updates, also known as tweets, to Twitter using an electronic device, such as

your cell phone. It is a free social networking site that has begun to change the way we

communicate. Eleven years after Twitter was started, almost 500 million tweets are sent out

every 24 hours, equating to 6,000 tweets per second.

Using communication on Twitter starts with the obvious: sending out a tweet. A tweet is

defined as containing "photos, videos, links, and up to 140 characters of text" (Twitter.com).

You can send the tweet using a device such as your cell phone, the Twitter website, your home

or work computer, through a third-party application, or through text message (SMS). To use the

SMS option, users must connect their phones to their Twitter account, then send their tweet as a

text message to a short code provided by Twitter. It is the same, easy, and convenient way you

would send a text message.

The 140-character limit does have a purpose, much to user's frustration. It is because of

older mobile phones. Dorsey, one of the founding members, initially limited tweets to 160

characters because that used to be the maximum length for text messages on phones. The

restriction was later cut back to 140 characters.

Twitter users also have the option to "retweet", follow pages, search to find conversations

or people, and use hashtags. By retweeting, you instantly share a message you found interesting

to those who follow you. By following pages, you see content that those pages shared. Utilizing

the search option allows you to instantly find topics that others are talking about. A hashtag

allows you to find out what people are saying about a topic. Hashtags connect tweets that discuss

the same thing.

For example, if you were to search #5CsofSocial, you would find all the tweets that have

used the same hashtag and this allows you to more easily read through them. If a hashtagged

word becomes popular, it may become categorized as a "trending topic." If users tweet with a

hashtag and their account is public, anyone who searches for that hashtag will be able to see it.

As a rule of thumb, Twitter recommends using no more than two hashtags per tweet.

The Communication Process: *Digg*

Digg is a user-driven website. The users play different roles in the platform, each

contributing to the platform's success and ability to share the most current news. The people do

the work of finding, submitting, reviewing, and featuring news stories found on the Web.

Through Digg, users (people like us) submit news stories they find in blogs, post

professional news, and can share postings they found on the web. The stories are then shared in

the Digg queue. The people with the specific roles on Digg, such as submitters and reviewers, for

example, spend hours every day looking through the queue to promote good stories and

disregard the bad ones. They are the ones who decide what ends up on the Digg homepage.

People who do not have a role on Digg - the general subscribers and users - can look for

interesting items in the queue and "Digg it." This means they click a button, which lets Digg

know they find it interesting or cool (it's much like "liking" an article on Facebook). Once an

article gets enough "Diggs" (and meets certain requirements not made available to the public),

the article gets promoted to the homepage. If an article becomes one of the most popular, it will

qualify as a "Top 10" article and gets prominently displayed and labeled as so. If the article does

not receive enough Diggs once on the homepage, it will fall out of the section.

Digg is unique in the fact that when you go to the homepage, you are looking at that

moment's most popular information and stories. They have already been "Dugg" by enough

users to have been promoted to the homepage. Per Digg.com, "Digg is the best place to find the

most interesting and talked about stories and videos on the Internet right now. We live on a

website, mobile apps, and a daily email."

A constant area of improvement for Digg has been commenting on stories and links, limiting the two-way interaction between interesting stories. Users often cannot comment and have complained to the Digg support system. Digg has taken the time to "conduct experiments" that create more permanent commenting features, but have been unsuccessful. Right now, they offer regular, curated "Digg Dialog" features that allows the community to comment or discuss the various topics.

Usage Patterns: *Twitter*

Twitter is primarily used to connect people to their friends and provides people with updates on things they are most interested in. It is used to connect these people who share similar interests as well as be an educational tool. For example, Twitter can facilitate conversation between students, connect students with real-world problems, and expand boundaries of learning beyond textbooks. Hashtags can also be added to these tweets so that people can connect and can share in the conversation. Mobile users make up 80 percent of the total 328 million users (Cision, 2015).

It can be a powerful platform, especially during popular events. When Barack Obama was re-elected as President in 2012, there were 327,000 tweets per minute (Twitter, 2012). In 2014, the Brazil-China World Cup game became the most tweeted sporting event in history with 16.4 million tweets sent during the game (Twitter, 2014).

Usage Patterns: *Digg*

Digg features what is trending on the Internet now by featuring user-submitted news stories. It features links across the Internet, varying from widely known news sources to not as well-known blogs. Users create profiles and the articles they read are automatically saved for them. While they do have these profiles and can connect with others on there, they do not have

the option to comment on each other's profiles. After its founding in December 2004, it gained

popularity and soon became one of the 100 most trafficked sites on the Internet. Since its

redesign in 2010, it has declined in users since many prefer the old design (WhatIs.com, 2012).

The platform now garners 2.5 to 3 million reads a day. An average session on Digg in

2014 was 4 minutes and 13 seconds, according to Google Analytics. Digg had 3.8 million unique

visits per month in the United States in 2014. On this platform, traffic and engagement can be

tracked through an internal metric of "reads," which includes clicks, such as web, social, mobile,

and email, but not social.

Primary Users: *Twitter*

Twitter was designed to allow anyone, anywhere to read, write or share tweets. A third of

American teens use Twitter, according to a Pew Research study of teen social media usage

(Hootsuite). Seventy-nine percent of Twitter accounts are based outside the United States, which

is not surprising given that Twitter supports more than 40 languages. Global brands can take

great advantage of Twitter's international reach to build excitement for upcoming product

launches around the world. For example, PlayStation's tweet announcing the release date of an

anticipated game quickly gained 1,800 retweets and 4,200 likes (Hootsuite).

We found no statistically significant difference in the gender breakdown of primary

mobile users of Twitter; it is evenly split. 18 to 34-year-olds are 21 percent more likely to be

logging into Twitter primarily via a mobile device. This is not a big surprise because younger

consumers tend to be stronger adopters of mobile devices in general. Mobile Twitter users have

been shown to be more engaged with content (Twitter Marketing). For example, primary mobile

users are 46 percent more likely to compose original tweets than the average Twitter user. They

are also 44 percent more likely to click on links, 66 percent more likely to retweet, and 76

percent more likely to favorite a tweet (Twitter Marketing).

Primary Users: *Digg*

Digg places number ten on social media platforms with the highest percentage of men

users. Majority of users are looking for credibility rather than clickbait and churnalism. Readers

were 51.5 percent *loyal users,* 30.9 percent *returning users,* and 17.5 percent *new users.* A *loyal*

user is a user who has visited Digg more than eight times in the last 16 days, a *returning user* is a

user who has visited Digg less than eight times in the last 16 days; and a *new user* is visiting

Digg the first time in the past 30 days (Digg Blog).

Costs vs. Benefits

Twitter and Digg have both costs and benefits associated with them. Twitter can be an

asset to organizations by increasing traffic to their website. This can be done by linking their

website to Twitter in their tweets and their account biography. Twitter also has attributes that

make it an effective marketing tool. Customer service and engagement is becoming more popular

on Twitter as it is a quick and effective platform for this purpose. For example, many airlines are

active on Twitter and assist their guests with anything from poor service on flights to items left

on the plane.

On a personal level, people can control what accounts they follow and can tailor it to

their interests. Live tweeting has also become more popular during awards shows, television

shows, and sporting events. They can stay updated with events if they are not able to watch them.

Twitter also allows people to build their personal brand and to make connections.

However, there are also costs to using Twitter. In an organization, a situation not handled

correctly can result in a public relations crisis for an organization. United Airlines discovered

this when they tweeted they "re-accommodated" a guest after dragging him out of his seat. Since

there are typically only 140-characters for each tweet, there may not be enough room for an

organization to provide context, which can then lead to distortion. Also, if an organization is

exposed and active on Twitter, it can result in more negative interactions.

      A cost of personal use here is data mining. This means that companies are buying your

information from Twitter. As mentioned earlier, this is a big way that Twitter makes money. This

platform also encourages and requires quick reactions, which is also known as thinking fast. This

could make it difficult to follow a personal social media strategy and refrain from responding to

negative comments. Thoughts must also be concise due to the word limit.

      Organizations can use Digg in a variety of ways. They can link stories from the platform

to other social media sites. It can also be a way to promote the content and brand of the

organization if they get articles published on the platform. It can act as a resource for

professionals to read about the latest information and find out trending news.

      On the other hand, Digg allows people to stay up to date on the news and read about

relevant information that has been collected. Digg is also a user-friendly platform because

advertising is not a big aspect of Digg. An attribute of Digg is that it saves every article users

have read on the platform. This gives readers a history of what they have read and the ability to

return to articles.

      However, if an organization hopes to have an article published on Digg, their content is

not guaranteed to make the homepage. Since this is more of a niche platform, it is not a popular

platform and has a low number of users, the content on Digg lacks views and post engagement.

      Finally, a cost for people who use Digg is that they miss out on current breaking news

because the platform is not constantly updated. The editors filter and post content twice a day, so

breaking news will not appear in a timely manner. There are also not many users currently, so

the concept of having the most popular information making the homepage may be skewed with a

small number of users voting on the articles. It also lacks the social aspect of social media

because, while users can make a profile to connect with others, they cannot comment on articles

or talk with them.

<div align="center">**SWOT Analysis**</div>

Analytical Anchors

We created three analytical anchors and conducted a SWOT analysis that summarizes

key points about Twitter. The first analytical anchor is that Twitter shares and updates news

quickly and in real-time. Twitter is good at providing fast, current news, but the 140, or possible

280, character limit acts as a weakness for many users. Twitter can provide more ways for

organizations to give customer service and interact with their customers. A threat to Twitter is

spam. Our second analytical anchor is that Twitter has 328 million active users. A strength for

this platform is the publicity and viral news that it provides, however tweets are lost after 18

minutes. Twitter has an opportunity to market the advertising features they offer to public

relations professionals. A threat for the platform is that fake accounts do exist. Our third

analytical anchor is that Twitter has low profile and monitoring security. This can be a strength

because it is easy to users to create accounts, but on the other hand, this accessibility can result in

spam accounts and hacking. Twitter can turn this into an opportunity by monitoring accounts to

try to prevent crimes, violence, and threats.

The first analytical anchor for Digg is that it promotes a compilation of different user

submitted articles. It is known for having credible content, but the biased gatekeeping by the

editors can also be a weakness. They can let Digg publish stories directly to the homepage.

Competition, such as bigger platforms including Facebook and Twitter, could threaten Digg.

Also, the platform is created to supplement content on Facebook and Twitter. A strength of Digg

is that the story can be shared and viewed more than just one time. However, Digg does not have

a large audience, but they can change this problem by continuing to be compatible with

platforms with larger audience. Users resorting to other platforms in a big threat for Digg.

Finally, Digg's content is current and relevant. They have reliable news but cannot publish

breaking news right as it is happening. Digg can let users publish stories to their homepage but

are threatened by having users pay to have their content published on the homepage.

<div align="center">**Most Like +/-**</div>

After doing research, looking at audiences making use of the platform, analyzing various

costs and benefits, and categorizing our SWOT analyses into analytical anchors, our group was

able to form an ML +- chart for Twitter and Digg. We categorized the ML+- charts into "novice"

and "professional", as not everyone will have the same view and understanding of the platform.

Someone who is just finding out about Twitter for the first time, such as an older relative, will

not view Twitter the same way as a social media manager might. For our group, we started off as

a Digg novice - knowing minimal information about the platform. By the end of the presentation,

we have shifted to Digg professionals.

Twitter Novice

Twitter is most like a digital newspaper or a news segment preview. It has the additional

features of diverse opinions and options as well as interaction between users. It is lacking

credibility and unlimited space. This creates our statement of: "a newspaper without the paper."

Twitter Professional

Twitter is most like thinking fast and interactive marketing. It has the additional features of being able to evaluate your competition and to share things digitally. It is lacking - in some cases - the thinking slow option and thoroughness, due to character limits. This creates our statement of: "an interactive microblog."

Digg Novice

It is most like breaking news or your morning talk show - as the news is always current and relevant. It has the additional features of being social and "leisurely reading." This is compared to the news where it shows up and is gone on TV, unless you have options to pause or record the news. If you missed what was on TV, you may not be able to go back and find it. Digg is lacking interaction and the ability to share your own thoughts and posts. This creates our statement of: "the digital version of the nightly news."

Digg Professional

It is most like a news database and a newsstand. It has additional features of credible and timely information. It is lacking diverse opinions and a general knowledge of the platform. This creates our statement of: "an always accessible and eco-friendly newsstand."

These examples can be used when making a social media strategy because you can come to full awareness of what your platform is lacking. You can look to improve on this to make your platform more effective. This is a tool in other models, like a SWOT analysis, when you can look to make your weaknesses or opportunities into strengths.

With an ML+- chart, a social media manager can describe the platform in detail to people who are not familiar with it. If a person is extremely familiar with and a master of the platform, a

social media manager can utilize their knowledge to see if there are things missing or if the chart is accurate.

In general, this chart allows you to enhance your social media effectiveness by knowing what your platform offers and what you should optimize on.

Platform Dynamics

We used the platform dynamics chart that was shown to us in class to look at what makes Twitter and Digg effective or ineffective from a user perspective. This helped influence our decisions when narrowing down some of the more effective and ineffective uses of each of the platforms.

A completed chart can be found in Appendix B. We narrowed in on the most relevant scores and explained why we chose the scores we did.

The higher, more important scores we gave to Twitter were in the categories of "time sensitivity, source credibility, word selection, and audience size." These were given high scores because in Twitter, time sensitivity is key because tweets are inherently lost after just 18 minutes of posting. If you do not post when you know your audiences are on Twitter, the likelihood of your audiences seeing the tweet is greatly decreased. Source credibility is important because people follow pages, such as news platforms, for accurate information. If a source is deemed not credible by a user, they will likely unfollow you. Word selection is important because of the 140-character limit. If you can't say what you need to say in 140 characters, your message or meaning could be lost. Audience size is the final, most important factor because the larger your audience is, the more reach you will have. More people will likely see your message. This is especially important if you are tweeting for an organization - you want more people following your page to get greater awareness and impact.

The lower scores we gave Twitter were in the categories of "receiver locations, image choice, and emotional impression." Receiver location was rated as lower because for larger organizations, such as the NFL or CNN on Twitter, they do not care where their audiences are. They know that people will follow them regardless of if the information is directly relevant to where the news is coming from. Image choice is not as high because people do not often include images with their tweets. A larger organization might to put an image with the context - such as the NFL or CNN again - but on your personal Twitter account, you might not feel the need to include an image with each tweet you send out.

The higher scores we gave to Digg were "time sensitivity, source credibility, and category choice." Time sensitivity is a key component to Digg. All of the information on Digg is the most recent, most relevant information at any given moment. It needs to continuously be updated, as users log on expecting all of the information to be current. Source credibility is important because users are looking to find news that is really happening - meaning the sources found need to have the correct information included. Category choice is also important because users can search for information based on a category. This means you need to choose your categories wisely when you upload a story. If your category does not match the story, users may not see it.

The lower scores for Digg are "receiver locations, image choice, information credibility, and audience size." Receiver locations are not as important for this platform for the same reason as on Twitter. People will follow Digg to get news and are interested in the news to know what is happening, whether it directly affects them or not. Image choice again is not as important because people may not upload pictures with their articles, or may just upload a picture that does not fully show what the story is about. People are on Digg to read the news, not necessarily to

see photos with it. Information credibility is lowered because the Digg editors may not always

provide accurate information, because they only share information based on their personal

beliefs. The information credibility can also be lowered because the later you see the information

on Digg, the less important it gets. Audience size is lowered because Digg just simply does not

have a big audience. They have not tried to compete with larger social media platforms and don't

have the big audience to show for their work.

We added two new categories for the dynamics: **consumer engagement and continuous**

improvements. We chose these two because they are especially relevant to our platforms.

- Consumer engagement: Twitter is designed for two-way interaction and allows

  engagement between users. But Digg users cannot comment on others' posts and share

  their own thoughts, which has led to several consumer complaints.

- Continuous improvement: Twitter is currently in the process of updating their platform

  based on consumer suggestions. They are offering a trial of 280 characters. Digg, on the

  other hand, hasn't made a big effort to improve - they seem to be comfortable with where

  they are.

Scorecard

Our scorecard was based off two key class concepts: the 5 Cs of social media and

"ARCS." We chose the 5 Cs because using them creates an effective social media strategy, and

we manipulated them to decide if the social media platform in general has been used effectively.

Under each of the 5 Cs, we've listed the acronym "ARCS." Each letter in ARCS has a question

following it, which can be answered with a yes or no.

Under "content" we've asked: do you consistently post content (A), does your content

reinforce your brand and act as a stepping stone toward your goals (R), do your posts connect

across your social media platforms or to your website (C), and does your content work together with other platforms, such as your website or newsletter, to accomplish your goals (S).

Under "channels" we've asked: is your content voice/ message consistent with one another across the channels (A), does your channel choice reinforce your voice and message (R), is your content linked across your channels (C), have you chosen the right channels to reinforce your brand (S).

Under "connections" we've asked: do you reference and link your other platforms (A), does your social media and website reinforce your organization's goals and missions (R), do your social media platforms connect to your website/ other social media platforms (C), do your social media platforms consistently link to your website (S).

Under "coordinates" we've asked: are my social media goals aligned and actionable with this social media platform (A), are my coordinates mutually reinforcing and relevant (R), do my goals for this platform connect to one another and create measurable evidence (C), do my coordinates cultivate synergy by being specific enough (S).

Finally, under "corrections" we've asked: are your corrections aligned with one another (A), does your content reinforce the effectiveness of the desired outcome (R), does your content share the same effectiveness levels with other platforms (C), will your key messages remain effective on all platforms (S).

Each of the letters in ARCS will be answered with a yes or no. A yes earns five points, a no is zero. This means each of the 5 Cs can get a maximum of 20 points, which totals a possible 100 at the end.

This scorecard is unique because it isn't specific to just Twitter or Digg. While it can be used to monitor and evaluate those two platforms, it can be used for any social media platform or

situation. It can also be used in a personal or organizational perspective. If a user (such as

ourselves) is interested in evaluating a platform for any reason (such as a Social Media Strategies

class project), they can do so. In a more likely event, an organization or business is able to use

this scorecard to determine what they are doing well on social media and what they can improve

upon.

For a visual of the scorecard, please see Appendix C.

Effective uses of *Twitter*

We took the 5 Cs of Social into consideration when conducting the effective and

ineffective uses for Twitter and Digg. This goes for all users of each platform, as well.

For effective uses of Twitter, a <u>coordinate</u> is a variety of information is tailored to

segmented audiences (see Appendix G for list of audiences). It is analytical because Twitter

allows users to view their tweet activity by looking at *impressions* which show how many other

uses saw a post. You can also view *total engagements* which show how many times people

interacted with a post. For <u>channel</u>, Twitter is considered a dominate global platform and allows

users to have real time conversations. With <u>connections</u>, Twitter has a large audience reach

because it is a global platform. As for <u>content</u>, hashtags are important to Twitter because it shows

the trends by users who are talking about a specific topic. Twitter is also a digital sharing outlet.

It is easy to post and share content that is short and hashtags are used to attract more users. More

people are likely to read shorter posts. The 140 characters that Twitter allows is an attribute and

it makes it unique compared to other platforms. Finally, with <u>corrections</u>, Twitter is constantly

updating so problems can be caught earlier. Users can breakthrough communication barriers with

fast, interactive messaging options when issues are caught.

Ineffective uses of *Twitter*

An ineffective use of Twitter is that some goals of groups are to spam users with information or hack accounts. It's been noticed that terrorist organizations may intend to cause disruption. This would be an example of <u>coordinates</u>. For <u>channel</u>, not utilizing attributes such as photo sharing, links and video shows an ineffective use for both personal and professional reasons. With <u>connections,</u> if you are connected with spam or fake accounts it limits your potential and gives your account less credibility. You may not get the opportunity to create more valuable connections if you are linked to certain accounts. If you post <u>content</u> that is full of text, people are less likely to read it. Twitter is about posting short and direct content, but the possible change to 280 characters instead of 140 may affect that. If <u>corrections</u> or responses are made quickly instead of being well thought out, you can potentially lose the concept of detail, which (as United Airlines knows) could get you into more trouble.

Effective uses of *Digg*

<u>Coordinates</u> provide relevant information and news to users. For <u>channel</u>, it would effective as a Digg user to link through other social media or websites. A challenge of this, though, may be that you are getting your name and content out there in hopes others will see it and respond. <u>Connections</u> challenge confirmation bias. This means recalling information in a way that confirms one's preexisting beliefs or hypotheses. With <u>content</u>, Digg is consistent and curates popular content. For example, people are on Digg to consistently see information on politics or entertainment. For <u>corrections</u>, Digg has become mobile compatible and is accessible on other devices, rather than just on a desktop.

Ineffective uses of *Digg*

For <u>coordinates</u>, Digg has tried to compete with other platforms such as Facebook and Twitter. Due to their smaller audience sizes, this is not a feasible goal. An ineffective use for <u>channel</u> is using Digg as the primary channel, but not promoting itself. For example, Twitter and Facebook are very well promoted and widely used by organizations. If an organization were to use Digg, they would need to push the promotion and work to drive users to the platform. For <u>connections</u>, if you do not link Digg to a website or blog, information may be unclear. You will not bring traffic in if you do not share your content. To do this, you must link to other platforms and not solely rely on Digg. One ineffective use of <u>content</u> is only sharing similar content. For example, Digg wouldn't be effective if they only shared political news or information. Another ineffective use for Digg is that if you look for older news on Digg, you may not be able to find it. For <u>corrections</u>, there is no social aspect to Digg since users cannot make comments. It is less interactive compared to Twitter and other platforms.

Who Would Win: *Twitter v. Digg*

These two platforms are compatible when it comes to comparison purposes. They share current, relevant news and stories. The information is constantly being updated but that seems to be where the similarities stop at face value. We utilized the platform dynamics chart and the 5 Cs to provide an unbiased, thorough evaluation of the platforms. The platform dynamics chart is a great tool to see where and how the platforms can compete because a score is given to each of the categories. The 5 Cs provide a reinforcing tool to evaluate who would win based on which platform makes a more effective use of content choices, channel effectiveness, coordinates, connecting with other platforms, and making corrections.

SM Platform	Time Sensitivity	Source Credibility	Receiver Locations	Category Choice	Word Selection	Image Choice
Twitter	9.8	8.8	3.3	6	9.2	6.8
Digg	10	9	4.5	7.5	7	5

SM Platform	Emotional Impression	Information Credibility	Audience Size	Consumer Engagement	Continuous Improvements (updates)
Twitter	7	7.5	8.5	10	8
Digg	6	4.5	2.5	3	2

As seen in the platform dynamics chart provided, Twitter and Digg closely compare on

several of the concepts. If Twitter were to "win" compared to Digg, they would need to optimize

on the points that they scored highest on: time sensitivity, source credibility, word selection,

audience size, and consumer engagement. If users are in agreement that these are important and

they see these points optimized on when they use the platform, they would see Twitter as a clear

winner.

With Digg, a "win" would come from the platform optimizing on time sensitivity, source

credibility, and category choice.

An interesting note is in continuous improvements. Users are more likely to value a

platform and continue to use it if the platform updates and adapts to consumer feedback. As we

mentioned previously in the paper, Twitter is great at updates. They are currently in the process

of considering a major change in the platform attributes. With Digg, continuous improvement

should be just as important. Yet, it is not. Digg has remained consistent on how the platform

operates and has struggled to even allow commenting on the platform. Looking at that note

alone, Twitter is a clear winner.

Going more in depth when evaluating effectiveness and ineffectiveness comes down to

what platform optimizes on the most 5 Cs. This can be difficult to do, as the 5 Cs usage will vary

between personal use and organizational use. For our purposes, our group took a look at the 5 Cs

from an organizational perspective, as that will be more relevant to a possible social media

strategy we can adopt. For each 5 C, we will give an example of how it can be used and describe

which platform allows for better use of that 5 C for an organizational use.

- Channel: An organization on social media can link users to their platforms via their
  website, newsletter, or even a blog.
  - Twitter: It is common that an organization would link to their Twitter page
    (Facebook is also popular to link too).
  - Digg: It is uncommon, and very rare, that an organization would link to their Digg
    page - as most organizations are not on Digg.
  - Twitter is a clear winner here. Digg cannot compete with the fact that Twitter is
    the bigger, more common platform that people will drive traffic to.
- Coordinates: An organizational goal should be to provide users and followers with
  current, updated news on their social media.
  - Twitter: Twitter made a change when going through a past update that no longer
    has the "most recent" news at the top of your feed. They are now like Instagram
    and Facebook in that things you might find interesting now show up before recent
    news.

- ○ Digg: No matter when you log on, you will be provided with the most accurate and current news.

- ○ Digg is the winner of this category. While organizations are using Twitter for continuous updates, users may take longer to find those updates compared to Digg.

- ● Connections: Organizations should have links to other platforms on their Digg and Twitter accounts to drive traffic to other organizational sources.

- ○ Twitter: It is very common that you will see links in tweets from an organization that will take users to the website. You may also see a link to the website in the Twitter bio.

- ○ Digg: It is common to link to the main article, but you won't often see Digg sources connecting to sources on a website or on other social media platforms because not many organizations are on Digg.

- ○ Twitter is the winner in this category. Organizations understand the importance of linking to other media platforms and do so well.

- ● Content: Content should be posted consistently by organizations and at optimal times for high audience impact.

- ○ Twitter: Its ease of use and the dynamics of the platforms allow for consistent posts. Organizations should post often to increase audience engagement. Most organizations are able to do this because they can post whenever they want.

- ○ Digg: Organizations may face difficulties on this platform because anything that they want to share first must go through Digg editors to make it on the homepage. No content is guaranteed to be seen or posted.

○ Twitter wins this category because organizations can post easily whenever and wherever they are. Twitter is a great platform for organizations to quickly share their messages.

● Corrections: Organizations should quickly notice issues and work to correct them (ex: a typo in a post or responding to negative feedback).

○ Twitter: On Twitter, organizations should be actively managing this platform. A skilled social media strategist should not have typos in a message and will have a plan to respond to negative feedback, but their constant monitoring should allow them to catch issues early on.

○ Digg: Once an article is submitted, the control is out of an organization's hands. The Digg editors now submit the article to the homepage, meaning organizations won't be able to make corrections on an article. The lack of commenting on the platform also doesn't allow Digg users to give feedback on an article that was shared.

○ Twitter is the winner on corrections. It is likely they are more likely to be able to make corrections if it becomes necessary.

Overall, Twitter seems like the winner. It capitalizes on a lot more of the features and capabilities that come with the platform. Organizations will get a better return on investment if they choose to put their brand on Twitter. Looking at it from a personal standpoint, our group agrees that Twitter offers the better concept for social media capabilities, such as engagement and sharing what we want to share - not relying on a set of editors to go through the process to submit our story.

Infographics

Infographics are eye-catching graphics that are easy to read and share with an audience. They put together basic information or facts that portray a certain subject or activity. We made two infographics, a graphic for Twitter and a graphic for Digg. They were created after going through our research of our 100 facts (Appendix A) and audience analysis (Appendix F-G). We wanted to portray what makes each of these platforms unique. There is basic information as well as some facts that most usually do not think about.

The infographic was created to represent Twitter (Appendix D) using the following categories: what is it?, active users, number of tweets, audience, and usage of the platform. It is important to understand the reach of the platform, so we included that there are 328 million users (Wagner, 2017), worldwide and 80 percent of these users are mobile (Aslam, 2017). This means they have the application downloaded on their smartphone and can Tweet and use the platform from anywhere, making it easier for people to update followers in real time.

We also wanted to include that around 500 million tweets are published per day (Wagner, 2017). This translates to 6,000 tweets sent per second (Smith, 2016). We wanted to inform people of how many other users felt that using this platform was a good use of time.

A survey was conducted by Praxent of 1,100 digitally-savvy small and medium-sized businesses, Twitter advertisers, and Twitter users. Of those surveyed, 74 percent feel they get a positive return of time invested in Twitter (Ramsey, 2014). If businesses were to use this platform, it would be important to note that the average Twitter user follows five or more businesses (Twitter Marketing, 2013). We included the various components of Twitter such as the retweet, used to spread the word instantly to followers, as well as the hashtag, a word or expression that offers an easy way to categorize Tweets. It's important to note that Twitter

originally rejected the idea of the hashtag (Edwards, 2013). The hashtag is now one of the main components of Twitter today. A final key component of the Twitter infographic is that people who use Twitter do not realize that Tweets are lost after 18 minutes (Bray, 2012). This could be a benefit or cost depending on the Tweet (see social media fails below).

We had the same process of going through our research and pulling what we thought was the most important to include to represent Digg. Looking at the infographic (Appendix D), there is a "zig zag" division of the infographic itself that shows that there is a dark side of Digg that has yet to be "dug up" by most of its consumers. We included this because even we were fooled by our initial research. Once we started asking more questions, we uncovered more information than the basic facts. We did the same outline of categories to decide what we wanted to show on our graphic. The basic information includes 3.8 million unique visits per month (Quantcast, 2012) in the U.S. and the average user session duration lasts around four minutes and 16 seconds (Digg, 2015). Digg consists of 21 engineers, designers, and editors (Digg, 2017) that in 2014 curated 22,013 homepage stories, 3,344 videos, and 227 originally-written pieces (Digg, 2015). However, we dug deeper than this basic information about the platform. Upon doing so, we uncovered things such as biased editors or gatekeepers (Adam, 2007) along with some users paying up to $1,200 (Arrington, 2008) for their work to be published or to reach the homepage. There was also the concept of users being able to bury any story (Ahmad, 2016) they want to disappear from other users' feeds.

Social Media Fails

Twitter

In March of 2017, McDonald's tweeted a comment about the newly-elected President Donald Trump (Appendix E). This tweet stated that he had "tiny hands" and that they wanted old President Barack Obama back. There was an immediate notification from Twitter that their account had been compromised. They deleted the tweet and tweeted out a follow up statement. However, before the tweet was deleted, it was retweeted and favorited over 1,000 times. The hashtag "boycottmcdonalds" from Trump supporters became a trending hashtag shortly after the post went public.

McDonalds learned a few lessons from this fail that can be categorized in the #5CsofSocial: **connections, corrections, and content**. This post did not translate or connect to their other accounts and was only published on Twitter. However, once the hashtag started, more people were made aware of it within 20 minutes of posting the tweet. They had to correct this mistake and delete the tweet as soon as they found out about the posting. After the fact, they posted a follow-up apology or statement that expressed what they were doing to solve the problem and what was being done to correct the situation. This was tweeted about one year after Trump tweeted that he liked the filet-o-fish sandwich. An employee or a hacker was clearly not a fan of President Trump's and they may have used the account based on President Trump's comments in the past. The content posted on the McDonald's Twitter could have been their view on the elected President. We may never know the true reason behind the tweet.

Digg

Digg is a platform where users can submit news articles to be published for other users to see. Our infographic shows and highlights that there is a dark side to Digg. Because Digg has

such a rigorous approval process, it's hard to find an article that would constitute a "fail." For the

sake of finding a fail, we chose the aspect of Digg making money on the side - in ways not

promoted by the company.

Digg originally did not want gatekeepers, but there was a group of people that tried to rig

the business model and only get certain news topics to be posted and shared. This led to the

discovery of users having to pay over $1,000 to get their articles posted on the site or on the front

page of the website. From the #5CsofSocial, Digg learned about **coordinates and corrections**. If

one of your goals is to make money, do so in a respectable manner. If you cannot make money in

ways you set out to, like advertisements as Digg did, rethink your goals and change your

platform to do so. This leads to corrections, but Digg did not make corrections. They hid what

they did and got in on the scheme to continue making money. They need to learn to be honest

with every aspect of their business because information can be dug up just as easy as it was

buried.

Continuous Improvement

The continuous improvement suggestions have been implemented throughout our paper.

They were:

- Describe, in detail, how Digg is used

- Describe how these platforms compete. Who would win and why? What do they compete

  on?

- Distinguish between an opinion and news. They typically merge on these platforms.

  Show what they share and what they don't.

So What?

For the So What our group, *Digg Deep*, came up with three points:

- First, **know where you want to compete and determine if you can compete.** For example, Digg has tried, unsuccessfully, for years to compete with platforms such as Facebook and Twitter. They have sold their company. When is enough enough?

- Second, **a successful brand on the outside may not be as successful on the inside.** Twitter looks good and it is easy to use. Yet upon research, we found that Twitter has not made a profit and has incredibly low security measures which is why terrorists can freely make requests on the platform. Digg seems like an okay concept- it adds a unique twist to news sharing but the content shared is biased. As mentioned before, Digg has a way to make money on the side that they do not promote.

- Lastly, **there is always room for continuous improvement.** Twitter may now update to 280 characters? Digg not being adaptable to comments limits the social action on the platform (they can always make corrections though).

Rejected Solutions

These were ideas that our group either created, but decided against using for the

presentation, or were ideas we considered but rejected because they wouldn't fit in well with the

presentation. They did provide useful insight and helped guide other aspects of the paper - such

as the ABC Chart and Audience Analysis guiding what we thought was effective or ineffective -

but the models themselves didn't further our arguments.

- ABC Chart (Appendix F)

- Audience Analysis- KISS Chart (Appendix G)

- SMART Goals

- Picking a specific Digg post for social media fails. This was rejected because Digg has

  such a rigorous approval process for allowing content on the homepage, nothing would

  necessary be considered a "fail." But the platform itself is failing internally, so we

  decided to focus on that aspect.

Appendix A: 100 Facts

Case #1: Twitter Origins	Utility	Credibility
In 2000, inspired by early blogging pioneer LiveJournal, Jack Dorsey conceives of a more live LiveJournal while living in Oakland, a service in which posts appeared in real-time and "from the road." The idea was "akin to updating your AIM status from wherever you are, and sharing it," he later wrote in a Flickr caption attached to an early sketch of what would become the Twitter interface. The idea stuck with Dorsey, weaving its way into his dispatch work.	H	M
Group of programmers who worked at a podcasting company called Odeo, Inc. in South Park, San Francisco.	M	M
Twitter founders included; Jack Dorsey, Evan Williams and Biz Stone.	H	M
Facing competition with iTunes after Apple introduced podcasts, they wanted to reinvent the company so they started brainstorming new creative ideas about what to do next.	M	M
They were looking for a way to send texts on their cellphones that would allow a user to communicate with a small group of people.	M	M
Twitter was first called "status", until the group looking in the dictionary for names and found Twitter which fit perfectly. The original product name was twttr.	H	M
Jack Dorsey creates Twitter in 2006. The first tweet ever was posted by Dorsey on March 21, 2006 and it said, "just setting up my twttr."	H	M
The Twitter name was inspired by Flickr, a photo-sharing service. Other names for Twitter included; FriendStalker and Dodgeball.	M	M
The dictionary definition of Twitter is " a short burst of inconsequential information."	H	M
In October 2006; Dorsey, Stone and Williams formed Obvious Corporation with other members from Odeo. They bought Odeo from investors and shareholders. In April of 2007, Twitter became its own company.	M	M

In 2007, Dorsey becomes CEO of Twitter (for the first time) and that summer they received a $5 million Series A investment round.	M	M
In 2008, with increasing attention Williams and other board members came to the conclusion that Dorsey was unfit to lead the company. Dorsey remained the chairman of the board while Williams takes the reins as CEO.	M	M
In 2009, Dorsey founded Square, a mobile-payment company where they would develop a mobile credit card reader, calling it Square after the phrase "squaring up".	M	M
In 2010, Dorsey begins dressing and speaking like the late Apple co-founder Steve Jobs. It draws criticism of Dorsey, who begins to alter versions of the Twitter origin story in interviews and causes public relations problems for Williams and the Twitter board.	H	M
In 2011, Williams is replaced with then-COO Dick Costolo in October 2010, citing Williams' inability to manage the site's growth, increase investor returns, and build out a more experienced executive team. Six months later, Dorsey rejoins Twitter as executive chairman with a focus on product development. Dorsey begins splitting his time between Twitter and Square.	H	M
October 5, 2015, after years of uncertain growth, a slumping share price, and an inability to refine Twitter's long-term vision, Costolo resigns from his CEO role at Twitter in July. Dorsey steps back in as interim CEO. After a three-month-long search by a committee that included Williams, Dorsey is named the permanent CEO of Twitter in October. He will continue to split his time between Twitter and Square, which is now a multibillion-dollar company preparing for an IPO later this year.	H	M
Almost 200 million users worldwide. About 460,000 new Twitter accounts are opened daily.	H	M
More than 140 million tweets are sent daily. That's one billion weekly.	H	M
In 2008, Twitter had eight employees, today it has more than 400.	H	M
The heart of Twitter are small bursts of information called "tweets". Each tweet is 140 characters in length, maximum.	H	M

In the beginning, there was no limit to message length. When Twitter went public, the 140 character was adopted.	M	M

Case #1: Digg Origins	Utility	Credibility
What started as an experiment in the fall of 2004, is now a major online pretense with an estimated 40 million monthly users.	H	M
Kevin Rose's concept of a user-controlled community that votes to "digg up" what links that they collectively deem important, or "bury" down those of little interest, has been successful in part because of the company's ability to adapt and add new features.	M	M
In 2004: Kevin Rose, Owen Byrne, Ron Gorodetsky and Jay Adelson start Digg with $6,000 investment from then 27-year-old Rose.	H	M
December 5: The team dubbed the site "Digg" because dig.com was already owned by Disney. The site would be a community-based news aggregator.	M	M
December 13: Rose features his new site on The Screen Savers, his tech/pop culture TV show, exposing it to a larger audience.	M	M
Case #1: Twitter Make Money	Utility	Credibility
Twitter makes 85% or more of its revenue from advertising.	H	H
In 2015, Twitter generated about $400 million from advertising.	M	H
In the second quarter of 2017, Twitter had an advertising base of $489 million, which was an 8% decrease of advertising revenue that social media site brought in during the second quarter of 2016.	H	H
Twitter sells promoted tweets, promoted accounts, and promoted trends. They also create tailored advertising opportunities through the use of an algorithm to ensure that the proper audience is being targeted.	H	M
Promoted accounts are charged on a "cost-per-follow" basis.	H	M
These promoted topics appear at the top Twitter search	L	M

results or on the homepage		
Coca Cola, Disney, Starbucks are among companies that advertise on Twitter.	M	M
Promoted tweets are regular tweets with preferential treatment.	M	M
Twitter's second major revenue stream is through data licensing. Twitter has four companies that they have named "official data resellers" and they have direct access to all tweets. They have developed algorithms for data mining that measure consumer response. (EX: television shows with live tweeting)	H	M
Data licensing: can make money by selling data. 1. Twitter's data licensing revenue is $32.2 million (2015). 2. Twitter has 4 official data resellers - these companies have direct access to all tweets and individual twitter users' personal data 3. Resellers have developed algorithms for data mining that measure consumer response to everything from brands to movies. 4. Major buyers of these are television shows and on tv movies that promote live tweeting as a means to gauge interest and response during broadcasts - they, in turn, can sell air time to potential advertisers	H	M
Twitter earned millions of dollars in revenue by selling the rights to publish live tweets on any trending topic. Bing and Yahoo are a part of this partnership which provides Twitter with a revenue stream. 1. This brings more users to Twitter and provides search engine users with fresh data about the latest developments. 2. This was one of the first revenue generating opportunities for Twitter.	H	M
Advertisers pay for a promoted tweet on a cost-per-engagement basis. Depending on the big amount that could vary from a few cents to a few dollars. They buyer pays the original big price when any user clicks, retweets, or replies to or favorite the tweet.	H	M
Advertisers only pay when the tweet works for them essentially.	M	M

Political advertisements are a source of income also.	M	M
Twitter is also as a self-serving advertising platform where advertisers create ad campaigns where they choose their budget and then select advertising options accordingly.	M	M
Advertiser tip: Many Twitter users rarely access Twitter on desktop so don't forget about mobile targeting when developing Twitter Ads campaigns. Target messages by device to optimize reach and drive on the go engagement. Think about content that's easy to interact with and consider the experience beyond the Tweet too – for example, link to sites that are optimized for mobile.	H	H
In 2015, Twitter lost 2 million customers and had yet to make a profit	L	H
Lost $2 billion since 2011	M	M
Twitter effectively generated sales from sponsored tweets and partnerships, but can't expand its reach the way rivals such as Facebook has	L	M
Shares fell by 77% since they reached their all-time high on December 26, 2013	M	M
Rumors that Twitter is up for sale have circled around the company for years - not clear who would buy it. People such as hedge funds and big tech companies have not expressed interest, which is unusual for them.	M	M
If Twitter absorbs a company, such as Periscope, Twitter uses their internal support systems. The adsorbed product has been discontinued for the general public. If the company is an "open source", the product is still on for the general public, but their team was hired by Twitter. Twitter does not make money from the company.	M	M
Twitter has options for promoted tweets. The company ensures promoted tweets make it to the users' timelines whether or not the user is following the marketer	M	M
Promoted accounts and promoted trends - a user can click and that trend search result list includes a promoted tweet as the first result position (basically, something that is promoted as "trending" may not have been trending organically. Someone can pay to make it that way)	M	M

From *Social Media Strategy, Tools for Professionals and Organizations* by Professor Clampitt: "Every click, life, or report generates data that can be sold to marketers, government, and even less savory entities."	M	H

Case #1: Digg Make Money	Utility	Credibility
DIGG also generates money through advertisements, called "Digg Ads."	H	M
Five months after the creation of Digg Ads, they contributed 25-30% of the company's revenue.	H	M
Digg Ads is where advertisers submit or sponsor content with the look and feel of Digg.	H	M
Advertising campaigns through Digg that mimic the style of Digg tend to be more successful.	H	M
Digg also invites advertisers to buy advertising units and then fill them with relevant and organic Digg content.	H	M
They also have sponsored stories that get submitted to the company.	M	M
Investors also contribute financially.	H	M
Digg generates money also through page views, comments, and clicks to publisher's sites also.	H	M
In 2007, Digg's user space was two-thirds the size of Facebook.	M	M
In 2012, Digg, Inc. was sold to Betaworks for $500,000.	H	M
Digg, Inc. was once valued at more than $160 million.	H	M
Primary ad unit is a sponsored post called "Startups We Digg," "Apps We Digg," "Pants We Digg," "Groceries We Digg," etc., depending on the thing being sold. It's what some would call a native ad, meaning that it fits into the look and feel and editorial tone of the site (though clearly marked as an ad, of course!)	M	M
Specifically, we aim to grow revenues overall (more than 3x); to introduce new ad options, particularly for brand and entertainment advertisers; to test and decide on mobile and email ad options; and to prove that we can scale without dropping in quality or messing up Digg's clean	M	M

and uncluttered user experience.		
Looking ahead, 2015 is going to be a year marked by scaling and major product launches.	L	M
Digg also makes money by charging $500 for articles to make the home page. In addition to others fees, it could cost $1,200 for a home page story without any guaranteed results.	H	H
Case #1: Twitter Communication Process	**Utility**	**Credibility**
As of 2015, Tweets were getting a less than 2 percent reach, along with .035 percent engagement per Tweet	H	H
As of 2015, 19 percent of all online adults were using Twitter, compared to 71 percent of online adults using Facebook. 1. 80 percent of active Twitter users are mobile 2. Compared to Facebook, Twitter users spend 86 percent less time on the platform 3. One-third of UK adults have complained to a company via SM - their preferred platform to complain on being Twitter 4. 70 percent of customer service complaints on Twitter go unanswered 5. Far fewer people use Twitter than Facebook. Only a very small percentage of your followers will see anything you post	H	H
Twitter is used for news and politics, sports, pop culture, influencers, and utility	M	H
Twitter starts with Tweeting information	M	M
A Tweet is defined as: "A Tweet may contain photos, videos, links, and up to 140 characters of text." (Twitter)	H	M
You can Retweet to spread the word instantly	M	M
You can follow pages you find interesting	M	M
There is a search option to find conversations or people	M	M
The hashtag option allows you to find out what everyone is saying about a particular topic. Hashtags connect Tweets that talk about the same thing 1. People use the hashtag to categorize those Tweets and help them show more easily in a Twitter search.	H	H

	Utility	Credibility
2. Clicking on a hashtagged word shows you other Tweets that include that hashtag 3. Hashtagged words that become popular often become categorized as "Trending Topics" 4. If you Tweet with a hashtag on a public account, anyone who searches for the hashtag can find it 5. It's recommended you using no more than 2 hashtags per Tweet		
You can post a Tweet via text message (SMS). To do so, connect your phone with your Twitter account, then send your Tweet as a text message to your Twitter short code, the same way you'd send any other text message.	M	H
"Twitter is a free social networking and microblogging service that has changed the way many people communicate. Twitter allows users to send 'updates' (or 'tweets': text-based posts, up to 140 characters long) to Twitter website via short message service (e.g. on a cell phone), instant messaging, from their computer at home or work, or through a third-party application."	H	H
Twitter allows you to report your status to friends, post interesting links, and can be used as a marketing tool.	M	H
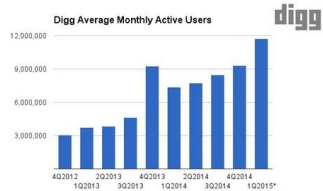
Case #1: Digg Communication Process	Utility	Credibility
Digg is a "user-driven news Website that brings together hundreds of thousands of people to do the work of finding, submitting, reviewing, and featuring news stories drawn from every corner of the Web."	H	M
Through Digg, users can submit news stories they find in blogs, post professional news sites and share random postings around the Web. The stories then land in the Digg queue.	H	M
People who don't have a "role" in Digg (i.e. submitters), can look for interesting stuff in the queue and "Digg it", which means they click a button to let Digg know it's cool. 1. Once an article gets enough "Diggs" (and meets requirements we aren't aware of), it gets promoted to the homepage. 2. The reviewers spend hours every day looking through the queue to promote good stories and report bad ones. They are the ones that drive what ends up on the homepage	H	M

Digg is unique in that when you go to the homepage, you're already looking at the moment's most popular stories. They've been "Dugg" by enough users to have been promoted to the homepage.	H	M
"Digg is the best place to find the most interesting and talked about stories and videos on the Internet right now. We live on a website, mobile apps, and a daily email." (Digg.com)	H	M
Digg is what the internet is talking about right now. The editors watch the diggs, Facebook shares, tweets, and other data to determine where a story should sit on the homepage.	M	M
Facebook shares and Tweets are important signals and are closely monitored by Digg editors, but their priority is what Digg users have to say. What's important to them is measured in Diggs.	M	M
Digg has an issue with commenting on stories. Users often can't comment and have complained, leading Digg to take the time to "conduct experiments" that create more permanent commenting features. Right now, they offer regular, curated Digg Dialog features where the community can comment and discuss with guests on topics.	H	H
When you click on the "Digg" link below a story, your submission appears in Digg's "upcoming stories" area, where other Digg members can find it - and if they like it, they can Digg it.	M	H
Once a submission earns many Diggs, it becomes "popular" and jumps to the Digg homepage, in its selected category. If it becomes one of the most popular, it qualifies as a "Top 10." If the submission doesn't receive enough Diggs within a certain time period, it will fall out of the "upcoming" section.	H	H
Case #1: Digg Usage Patterns	**Utility**	**Credibility**
"What the internet is talking about right now"	M	M
Featuring user-submitted news stories	H	M
Features links from across the Internet, ranging from widely known news sources to obscure blogs	H	M
Community votes on which stories they like the best,	H	M

"Digg button", as the story collects positive votes, the story is cross-pollinated across other channels		
Founded in December of 2004 and gained popularity fast being one of the 100 most trafficked sites on the internet	M	M
Since its redesign in 2010, it has seen a decline in users, many preferred the old design	M	M
In 2014, the team curated 22,013 homepage stories, 3,344 videos, and 227 originally-written pieces	L	M
Track traffic and engagement through internal metric of "reads", combines clicks (web, mobile, email, but not social) plus the number of stories read in Digg Reader	H	M
2.5 to 3 million reads a day	H	M
Average session duration in 2014 (measured by Google Analytics) was 4 minutes and 16 seconds	H	M

Case #1: Twitter Usage Patterns	Utility	Credibility
"Connect with your friends - and other fascinating people. Get in-the-moment updates on the things that interest you."	M	M
Used for connecting people	L	M
Used to share information in real-time, app through smartphones, tablets, and anything that connects to internet	L	M
Used for marketing in business	M	M
Businesses can pay for twitter advertisements with options of targeting audiences through keywords, demographics, location, and interests	H	M
Accounts and tweets can also be promoted individually (don't need to pay unless tweet gets retweeted, replied to, favorited or clicked or unless people follow the account)	H	M
Used as an educational tool (facilitate authentic conversation with students, connect students with real-world problems, expand the boundaries of learning that traditional textbooks cannot do)	H	M
Used to connect people with the same interests	L	M

Hashtags added to tweets so members of the community can share in the conversation	M	M
Barack Obama re-elected as President in 2012, event received 327,000 tweets per minute	M	M
2014 Brazil-China World Cup game became the most tweeted sporting event in history, 16.4 million tweets sent during the game	M	M
Case #1: Digg Primary Users	**Utility**	**Credibility**
Social networks with the highest percentage of men Digg is number 10 out of no SM big dogs, only niche SM	M	M
"We think of our users as those who speak Internet— people who spend a fair amount of time online, who are curious, and who love news and great writing, as well as eye-catching videos."	H	M
"those who want to learn and explore, and who enjoy both the highs and lows of Internet culture"	M	M
"For these people, the Internet is both wonderful and often utterly overwhelming—an endless scroll of stories, videos, blog posts (e.g., the one you're reading), tweets, status updates, infographics, shared photos, gifs, alerts, and so on." 1. Digg deeper and Digg reader help navigate and manage info overload. (users can keep open all day)	H	M
Users looking for credibility and not clickbait and churnalism.	H	M
	M	M
Quarterly so Digg can see seasonal changes of primary users.	M	M
Growth has been organic, no marketing. Direct traffic (70%) has dominated search, social and referral	M	M
Social traffic: since Jan. 1 2015 they have seen 3.5 million clicks from Facebook. (30 day period)	L	M

A lot of inbound traffic from Twitter as well, they drive a lot of activity there.	H	M
(a) during our first year, our Facebook activity was so small, it's barely visible on the chart below, and (b) December 2013 was a huge outlier month, right after we launched Digg Video, to what seemed to be ardent (but fleeting) love from Facebook's newsfeed algorithm.	L	M
Digg on Facebook: Monthly Clicks, 2012-2015	M	M
1.5 million followers on Twitter	H	M
Facebook reach: 7 million users- all organic.	L	M
Tumblr is a significant social channel for Digg launched, in 2 years 2012-2014 there were 711,000 active users.	L	M
Tumblr is regarded as a pretty contained ecosystem, so they are proud of their success there.	L	M
"On Vine, we have 24,400 subscribers; across Vine, we've triggered 30,849,284 loops." (Vine is off the board, but those users go elsewhere)	L	M
"these types of super-performing videos are responsible for some of the month-to-month peaks and valleys of traffic on Digg."	M	M
"On a related note, we've been doing a bunch of experiments with original Digg Videos to suss out what our audience finds compelling."	M	M
Digg is complicated to measure because they want to send users elsewhere, but want to keep them coming back as well (homepage).	H	M
track an internal metric of "reads," which combines clicks (web, mobile, email, but not social) plus the number of stories read in Digg Reader.	H	M
~70% direct traffic rate has remained pretty consistent even as Digg has more than tripled its MAUs	H	M
Reader were 51.5% "loyal users," 30.9% "returning	H	M

users," and 17.5% "new users." (A "loyal user" is a user who has visited Digg 8+ of the last 16 days; a "returning user" is a user who who has visited Digg less than 8 times in the last 16 days; and a "new user" is visiting Digg the first time in the past 30 days.)		
Digg Deeper is your Twitter friends recommending the links they collectively think you should pay attention to. Digg Deeper pulls it all together into a cohesive and digestible snapshot.	L	M
Digg Deeper users do, however, tend to be obsessive. 150k subscribers in 2015, not huge but steady.	L	M
We have been very deliberate about monetization—we want to do it in a way that fits our user experience, delivering something genuinely valuable to users.	M	M
They are primarily sold as performance-based ads, aimed at companies selling products, services, or subscriptions that fit the Digg audience of Internet lovers, media junkies, and **early adopters**.	H	M
The trick, as always, is to add feature depth to Digg without over complicating the simple design that's appealed to our readers.	M	M

Case #1: Twitter Primary Users	Utility	Credibility
That means our platform was designed to allow anyone, anywhere to read, write and share Tweets.	H	H
primary mobile Twitter users in the U.S. are more engaged in several key ways	L	H
on the platform more often	M	H
interact more with Tweets and they follow more brands.	M	H
Primary mobile users may be on the go but they're on Twitter more than the average user	M	H
users who primarily access Twitter via mobile are 47% less likely to use Twitter on the desktop than average Twitter users. They are also on Twitter more often. They are 79% more likely to be on Twitter several times a day than the average Twitter user.	H	H

Primary mobile Twitter users tend to be younger.	M	H
Compete found that 18 to 34 year olds are 21% more likely to be logging into Twitter primarily via a mobile device. Not a big surprise since younger consumers tend to be stronger adopters of mobile in general.	H	H
We found no statistically significant difference in the gender breakdown of primary mobile users of Twitter. It's an even split.	H	H
Advertiser tip: When targeting on mobile, consider the age of the core audience that you are trying to reach. You may want to prioritize campaigns that more closely align to the life stage of the 18-34 demographic as well as their interests. But, remember, on Twitter who you follow is also a strong indicator of what you care about. When targeting people who follow your brand on mobile, speak to that interest, not just a person's age.	H	H
Primary mobile users engage with Twitter throughout the day.	M	H
Primary mobile Twitter users are also 181% more likely to use Twitter during their commutes. Once they get to work or school, they are 119% more likely keep using Twitter. And this Twitter use extends into their social time.	H	H
Advertiser tip: When creating Twitter campaigns, think about a day in the life of your target consumers. Consider where they are, what they are doing and who they might be with at key moments during the day and evening. Think about timing Tweets to reach people wherever they are – 24 hours a day, seven days a week.	H	H
For some campaigns, this might mean during rush hour when they want to be distracted. Or during the weekend while they are out and about with friends. Don't miss the chance to engage primary mobile users at home too. Integrate Twitter with your TV strategy to maximize the dual screen experience.	H	H
Mobile Twitter users engage more with content.	M	H
Primary mobile users are 46% more likely to compose original Tweets than the average Twitter user. They are also 44% more likely to click on links, 66% more likely to retweet and 76% more likely to favorite a Tweet.	H	H

The average Twitter user follows five or more brands	M	H
Advertiser Tip: Create Tweets that align with what mobile users need: real-time information that helps them make decisions as they go about their daily lives	H	H

Case #1: Digg Costs/Benefits	Utility	Credibility
The dynamic is what makes Digg, with its cross-cutting, low-cost, high-leverage curation model, a valuable contributor to the online publishing ecosystem.	M	H
People visit Digg to see what's interesting and noteworthy from across the Internet; in turn, publishers that produce great work benefit from a wave of readers who might not otherwise have seen it.	H	H
Run only one sponsored post a day and only about something the Digg team is really into.	H	H
The Digg Effect describes the surge in traffic that hits a publisher when one of its stories makes it to the Digg homepage. (It's a flavor of the Slashdot Effect).	H	H
We've built a data platform and a custom content management system called Canvas that has an efficient and high-leverage business. We have a low cost-per-read/cost-per-view/cost-per-click—a thin layer of editors sitting atop an awesome set of social-data-rich crawling, sorting, ranking, scoring, and flagging tools	M	H
Digg's editorial team consists of just six people who, as a team, work nearly 24 hours a day, 7 days a week.	M	H
with the expense of editors on top of our data infrastructure and CMS, we have figured out how to effectively curate a vast and overwhelming Internet for a sizable and coherent audience	M	H
Model [editors + algorithms] can be scaled to other languages and countries.	H	H
We live in a world where there is a vast oversupply of things to read, creators clamoring for your attention. One thing that is scarce, and highly valuable, is awesome curation. Digg provides awesome curation, plus clean design, a witty voice, and a bunch of useful tools and products.	M	H

2.5 million visitors per month in the US alone and have an Alexa rating of 167, PageRank of 8, and Domain Authority of 100.	H	H
Case #1: Twitter Costs/Benefits	**Utility**	**Credibility**
A powerful tool for obtaining Information/news.	M	M
To reinforce Personal Brand and awareness.	M	M
Get feedback	M	M
Use it as a HR tool to recruit people	H	M
Marketing opportunities	H	M
Boost website traffic	H	M
Spreading social network	M	M
Get votes/Takes Polls	H	M
Update events	M	M
SEO boost (visibility)	H	M
Easy mobile use	M	M
Offer live exposure	M	M
Business Perspective 1. Monitor real-time conversations 2. Extend customer service 3. Offer helpful links and headlines 4. Catch problems early 5. Break through communication barriers with tweets 6. Run special deals and promotions 7. Build personal brand 8. Find new business contacts 9. Enhance business relationships 10. Take advantage of PR opportunities	H	M
Many people have hundreds of accounts that they follow	M	M
You never know how active a twitter account will be	M	M
It's easy to become distracted	M	M
Beware of spam	M	M
The time invested might not be worth the cost for some	M	M

businesses		
More exposure=more negative interactions	M	M
Accidents will happen	M	M
Differentiating a troll and a concerned follower	M	M
Credibility	M	M
Nothing is going to happen immediately	M	M
Twitter for business can become ridiculously addictive	M	M

Appendix B: Platform Dynamics

SM Platform	Time Sensitivity	Source Credibility	Receiver Locations	Category Choice	Word Selection	Image Choice
(Twitter)	9.8	8.8	3.3	6	9.2	6.8
digg	10	9	4.5	7.5	7	5

SM Platform	Emotional Impression	Information Credibility	Audience Size	Consumer Engagement	Continuous Improvements (updates)
(Twitter)	7	7.5	8.5	10	8
digg	6	4.5	2.5	3	2

Appendix C: Scorecard

	Score:
Content *A - Does your content honestly represent your brand? Is it consistent?* *R - Does your content reinforce your brand and act as a stepping stone toward your goals? Do you link posts to your website, etc?* *C - Do your posts connect across your social media platforms or do they connect to your website?* *S - Does your content work together with other platforms, such as your website or newsletter, to accomplish your goals?*	*Score:* *__/20*
Channels *A - Is your content voice and message consistent with one another across each channel?* *R - Does your channel choice reinforce your voice and message? Does it help or hurt your objective?* *C - Is your content linked across your channels?* *S - Have you chosen the right channels to enhance your brand? Do they work together or separately?*	*Score:* *__/20*
Connections *A - Do you reference and link your other platforms? Does your website link your social media platforms?* *R - Does your social media and website reinforce your organization's goals and missions?* *C - Do your social media platforms connect to your website and other social media platforms? Do your newsfeeds connect to your website?* *S - Do your social media platforms consistently link to your website? Does your website link to your social media?*	*Score:* *__/20*
Coordinates *A - Are my SM goals aligned & actionable with this SM platform?* *R - Are my coordinates mutually reinforcing & relevant?* *C - Do my goals for this platform connect to one another and create measurable evidence that is timely?* *S - Do my coordinates cultivate synergy by being specific enough?*	*Score:* *__/20*

Corrections	Score:
A - *Are your corrections aligned with one another? Do you reference other effective platforms?* *R* - *Does your content reinforce the effectiveness of the desired outcome?* *C* - *Is your content connected with content with other platforms? Does it share the same effectiveness levels?* *S* - *Will your key messages remain effective on all your platforms?*	*__/20*

Appendix D: Infographics

Digg
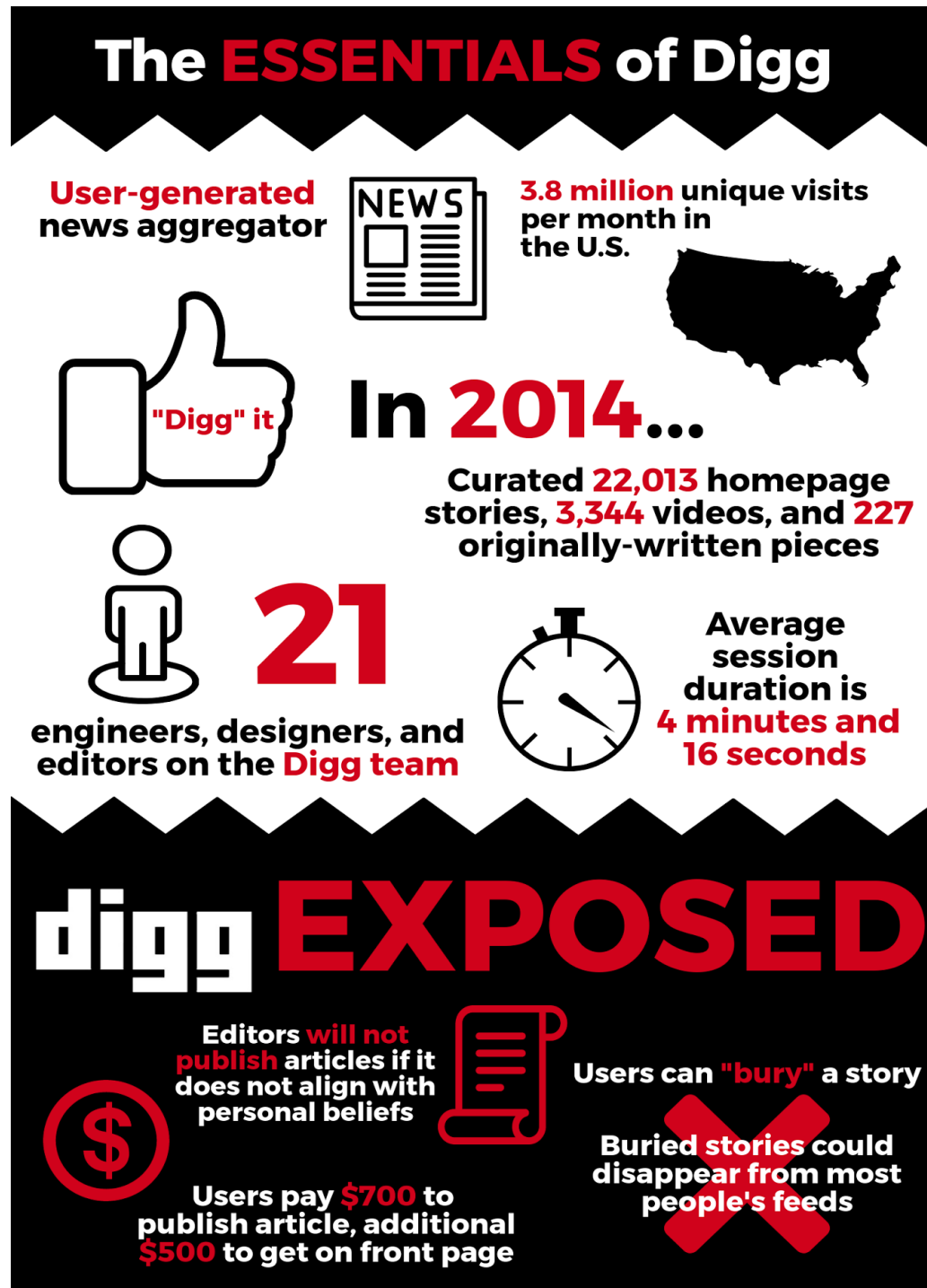
Twitter

The Essentials of
TWITTER

328 Million Users

80%
Of users are mobile

74%
feel they get a positive return on time invested in Twitter

Tweets are lost after 18 minutes

On average, around 6,000 Tweets sent per second.

This is 500 million Tweets per day.

Retweet to spread the word instantly
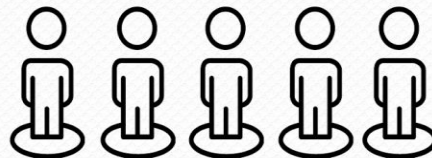
Average Twitter user follows five or more businesses.

#
A word or expression that offers an easy way to categorize Tweets

Fun Fact: Twitter originally rejected the idea of the hashtag

Appendix E: Social Media Fails

Twitter

When the New England Patriots hit one million followers on Twitter they decided to Tweet out the username of the user that was the exact millionth follower. They did not take into consideration the username of the account and posted this.

The Yahoo Finance account Tweeted this out to inform users of President Donald Trump's plans for our navy. He wants a bigger navy, but that's not what the Tweet said…

This Tweet from Justine Sacco was Tweeted shortly before she boarded an 11-hour plane ride. When she got off the plane, there were messages and responses waiting for her.

Kitchen Aid Tweeted this out shortly after Barack Obama's election. Obama's grandmother had passed away three days before he was elected president and they stated in the Tweet that she had died because she knew it was going to be bad upon his election.

Twitter does not have a set security watch on who can create an account or what the user's Tweet. There is a presence of terrorist groups such as ISIS that Tweeted this before the bombings at the Ariana Grande concert in Manchester.

Digg
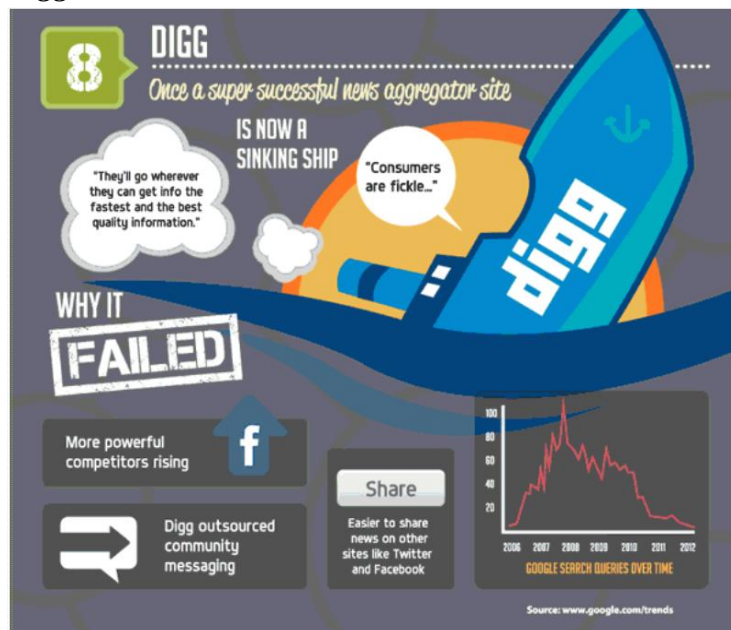
This graphic shows different concepts in Digg that causes it to be a "fail" in the eyes of evaluators and social media users. As mentioned, we picked the money scheme as the fail to focus on for this project.

Appendix F: ABC Chart

Twitter

Attributes	Benefits	Concerns	Audience?
● Social Media Platform for obtaining news/information	● Free ● Ease of use ● Variety of information tailored to segmented audiences ● Monitor real-time conversations	● Anyone - literally *anyone* - can sign up (ex. ISIS on Twitter) ● Everyone can read news tailored to their personal agenda, creating segmentation ● Clickbait or fake news	Non-profit, for-profit, PR professional, health comm, mass media, sports comm, journalism, personal
● User friendly	● Real-time/Live ● Dominant mobile platform ● Follow interests ● Social ● Simple profiles	● Character limit (140) ● Tweets last ~18 minutes ● Addictive ● Distracting ● Spam ● Data mining	Non-profit, for-profit, PR professional, health comm, mass media, sports comm, journalism, personal
● Spread social network	● Large audience reach ● Capability to follow anyone you want, and they can follow you back ● Direct message verified accounts = networking ● Credibility	● Other social media platforms with larger audience reach ● More exposure = more negative interactions ● Accidents will happen ● Nothing is going to happen immediately	Non-profit, for-profit, PR professional, health comm, mass media, sports comm, journalism, personal
● The word "Tweet" or the Twitter logo (Larry the Bird)	● Only unique to this particular platform ● Differentiates from other SM	● The meaning of the name can be lost in translation ● Loss of clarity, yet creative	N/A
● Advertising/Marketing opportunities	● Opportunity for businesses ● Income for Twitter/Org ● Reinforce personal brand and awareness ● Analytics ● Make profit ● Build personal brand	● Users get distracted with advertising ● Ad not native to page ● Ads pertaining personally to online behavior and patterns ● Clearly has to be marked as an ad	Non-profit, for-profit, PR professional, health comm, mass media, sports comm, journalism, personal, HR (if job posting)
● Applicable for business	● Monitor real-time conversations ● Extend Customer Service ● Offer helpful links and headlines	● Differentiating an online troll v. a concerned follower ● The time needed to reply adequately to followers comments ● Twitter for business can be	For-profit, PR professional, health comm, mass media, sports comm, journalism, personal

	● Catch problems early ●Break through communication barriers ● Run special deals/promotions ● Find business contacts/Enhance relationships ● Take advantage of PR opportunities ●Use as HR tool to recruit ●Marketing opportunities	ridiculously addictive ● Potential bad PR if not handled appropriately ● More exposure = more negative interactions	
● Digital Sharing outlet	● Easy to post and share content, can use hashtags to attract more users ● Hashtags show trends and users who are talking about a specific topic ● Interest groups ● Analytics of information/news Tweets	● Public opinion ● Interpretation and commenting data ● Appropriately responding to Tweets within 140 characters ● Clickbait or fake news	Non-profit, for-profit, PR professional, health comm, mass media, org comm, sports comm, journalism, personal, HR
● Limited to 140 characters	● Encourages concise expression ● Encourages shortcuts	● Limits ability to explain/ provide rationale ● Limited context/ cues	N/A
● Rapidly disseminates messages	● Quickly sends out messages - fast moving events ● Swift response to rumors	● Encourages quick reactions ● May spawn rumors	Non-profit businesses, for-profit, PR professional, health comm, org comm, mass media
● #Hashtags	● Broader reach ● Allow brands to track promotions ● Brand awareness ● Trends	●Ignored/hijacked if you do not follow the correct principles ●Trolls	Non-profit, for-profit, PR professional, mass media, sports comm, journalism, personal

Digg

Attributes	Benefits	Concerns	Audience?
● Credibility	● News flow of worthy information ● No clickbait or churnalism ● General positive reputation ● Likely to be believed	● Going out of style/Not mainstream ● Other sources also offer credible news; more likely to be used by SM users of this generation ● Long term vs. short term	Journalism, PR professional, personal

	● Differentiates why it should be used over competition ● Gain trust of others	success	
● Constantly updated with information	● Quick, accessible for all users ● News for any interest ● Up to date ● Brings in more visitors ● Keeps Digg community returning	● Few know what Digg is ● Clear oversupply of information ● Overwhelmed consumers ● Is it always relevant? ● Broad categories	Journalism, personal
● Not advertising focused	● Enjoyable for users ● Native ads, only one sponsored ad a day ● Promotes what the Digg team believes in ● Clean design ● More marketing friendly than Reddit	● Not a way to make money for Digg ● Low cost-per-read/cost-per-view/cost-per-click ● Does size of community matter as much then?	Personal
● Curates most popular/relevant stories	● Timely ● Less likely to have gatekeepers ● Relevant to Digg community ● Acts as a measurement ● Targeted traffic	● Based on how many users "digg it" ● Only what is submitted or shared to Digg network under a broad category ● Has to be getting diggs or being dugg	Journalism, personal
● Subscription notifications	● Allows users to stay up to date on what they specifically subscribe too ● Returnability ● Focuses user to that notification ● Utility of lock screen & Facebook Messenger ● Operation system for information age ● Synergy for world and user	● Attention economy ● Distracting ● Annoying ● Potentially take away from other Digg content	Personal
● Twice-daily Digg Edition	● Curated daily in the morning and evening	● Other competitive news editions	All applicable

	● Get caught up with what's happening in the now ● All in one place ● Finely curated	● Curation is not individually tailored	
● Digg Deeper	● Ingests, stores and ranks millions of articles and tweets per day ● Variety of integrations to explore and analyze the best content in a whole new way ● Personalized news alerts	● Relaunch from News.me ● Depends on the people you follow on SM ● Link to Digg	All applicable
● Digg Reader	● News aggregator crawling 7.7M feeds ● Content is all in one place ● Subscribe to own content ● Complementary product ● Good ratings=user satisfaction	● Must create account by connecting with personal social media ● Created the same night as Google Reader was shutting down ● Website good, app needs CI	All applicable
● Curation model	● Algorithms + Editors can be scaled to other languages and countries ● May submit articles to site ● Must follow Digg style of content and design ● Diggbot ● Low cost	● Charge $500 for articles to be on home page ● Could cost $1,200 for story to make home page without guaranteed results ● 6 editors work almost 24/7 ● Have to find how to effectively curate such a vast amount of information	For-profit

Appendix G: Audience Analysis

Twitter

AUDIENCE	KNOW	INFER	SO WHAT TO DO	SO WHAT NOT TO DO	EFFECTIVENESS RATING
Non-Profit Organization/ Business	● They don't have the money to spend on large-scale advertising (usually) ● Look to social media for a free way to promote their business/ events -- Want to reach as much of their audience as possible	● Active on social media ● Utilize main social media outlets - such as Twitter	● For nonprofits, Twitter needs to keep allowing the sharing of photos, links, etc ● Utilize hashtags to reach the biggest audience ● Twitter is a must for fast messaging ● Continuous engagement ● Link to other SM	● Cannot share long messages ● Rely solely on Twitter to spread the messages ● Limited space for messages	7
For-Profit Organization/ Business	● Have a budget for marketing, advertising, etc. ● Advertise brand ● Want to connect with and reach out to (potential) customers ● May not be best fit for all businesses based on their demographics	● Can utilize advertising features ● Can offer customer support ● Most utilize Twitter and other social media	● Use Twitter to support website and other social media ● Network with professionals ● Utilize advertising features ● Have consistent brand image ● Link to other SM	● Disregard ability to have customer service & outreach ● Actively manage if audience is not primarily on Twitter ● Limited space for messages	8
Journalism	● Journalists use Twitter as reporting tool ● Tweet brief headlines, links, live tweet/ update on ongoing story ● Find local sources, interviewees ● Keep up with sources	● Rely on Twitter to get info out ● Use it to gain reach and promote brand ● Many are active on social media	● Not just tweet headlines but preview of story ● Tweet links to stories ● Link twitter account on their stories ● Monitor competition ● Easily share stories of interest/ relevance	● Just tweet headlines w/ stories, make it a conversation ● Restate wording used elsewhere ● Limited space to share stories	8

PR professional	● Journalists look for sources ● Announcements ● Stay on top of real time news ● Transmit information to facilitate communication and mutual understanding among multiple orgs and audiences ● SM a meeting point of communication between an org and its online readers -- naturally integrated (Bordeianu, 2012) ● Communication will reach further than consumers and potential and existing customers	● Monitor and reach influencers ● Solve issues ● To speak to a larger audience-worldwide ● Have money to campaign	● Keep tweets short and to the point ● Engage ● Know peak hours ●Allows for words, images, memes ●Make use of hashtags ● Monitor competition ● Evaluate effectiveness of brand by monitoring engagement, etc	● Do not sugarcoat things, straight to the point. ● Do not use as the sole platform to post information	8

Organizational Comm Professional	● There is some fear and potential danger ● New media influences traditional media and user behavior ● They have to adapt because of influence ● The audience can interpret and comment not just receive and consume anymore ● SM has to be in the communication strategy ● 50% of orgs use SM for internal comm (Ciochina, 2013) ● Strategy can be built with multiple departments -- ex. PR, HR or marketing	● Ready for social media implementation ● Resources are available, if not have a plan ● SM goals are aligned with biz/comm goals ● Proactive SM strategy is to fill a strategic goal (Botezatu, 2012) ● SM strategy aligns with comm strategy ● Have professional/org profiles on Twitter	● Twitter should allow Orgs to be more creative ● Make Twitter analytics simple and easy to use ● Continue to offer sponsored content ● Simple transactions of data mining and targeted ads ● Promote Brand Awareness ● Utilize hashtags for org promotion ● Use Twitter for product/value promotion ● Use Twitter for continuous flow of information ● Monitor for areas of improvement/ monitor competition	● Fail to innovate for organizational use ● Over complicate business and consumer use ● Not have customer service for org use ● Announce info via Twitter or other SM before employees know	6
HR/Recruiting Professionals	● Employees use SM and contribute to org reputation and image ● Expands in direction of getting feedback from within the organization ● Traditional needs no longer meet the needs of employees or the sense of belonging to a group ● HR costs can be high due to SM fails	● Content stimulates employee engagement ● Provide relevant information ● Find insights and problems of employees	● Promote sponsored job posts ● Allow real-time tweets ● Encourage sense of belonging to an org ● Allow group chats or pages ● Utilize interpretation and commenting ● Communicate open door policy ● Provide frequent communication ● Can monitor for applicants' personality - how are they in real life?	● Not innovate group function ● Don't post infrequently ● Avoid addressing problems ● Forgetting to reply to an internal insight ● Promote the wrong image ● Don't use as main page for jobs - candidate searching	4
Personal	● Connect with peers	● Personal research	● Engage with other	● Mix personal	10

			users ● Share links/photos ● Make use of hashtags ● Follow/ share information relevant or interesting to you	with business	
Health Professionals	● Advertise their brand/ doctors/ practices/ company ● Stay competitive ● Varying demographics (ex: pediatrics v. geriatrics)	● Utilize Twitter to reach younger audiences ● Effective for fast promotions - but not main platform	● Share links and photos for larger reach ● Do not cram with information - link to main info ● Get to point ● Humanize the doctors/ nurses/ etc ● Monitor competition	● Crowd Tweet with hashtags ● Overwhelm audience with info ● Repeat word for word what is on Facebook ● Twitter not ideal for complex information ● Don't have doctors running your SM	7.5
Mass Comm Professionals	● Share work digitally ● Advertisements ● Broadcasting (News, radio, television, etc.)	● Advertise self and work ● Gain followers and potential clients ● Advertise series of news or radio broadcast	● Share work ● Create links to where to contact or get more work produced ● Visual ● Promote series of broadcasts	● Text, some is fine but too much may distract from digital work ● One piece of broadcast	8
Sports Comm Professionals	● Reports (written) on various games and events ● Live time updates on events	● Knowledgeable on everything sports ● Utilize to gain followers and support	● Post reports ● Links to other reports on related events ● Team up with others for a collaborative effort to advertise name and events ● Hashtags for events ● Live tweet scores, updates	● Inactive and little to no posts ● Post heavily on personal opinions on protests, players, events, etc.	8

Digg

AUDIENCE	KNOW	INFER	SO WHAT TO DO	SO WHAT NOT TO DO	EFFECTIVENESS RATING
Non-Profit Organization/ Business	● They don't have the money to spend on large-scale advertising (usually) ● Look to social media for a free way to promote their business/ events ● Want to reach as many people as possible through SM channels	● Likely don't use Digg. It's not likely their information is "important" enough to make it to Digg's homepage	● Digg would need to expand their homepage and allow any content to make it through ● Market what Digg has to offer (ex: This is what's trending right now…"	● Only allow content passed by editors and "dugg" by enough people to make it to the homepage	4
For-Profit Organization/ Business	● Have a budget for marketing, advertising, etc. ● Advertise brand ● May not be best fit for all businesses based on their demographics	● May not use Digg unless it aligns with their audience ● May not be familiar with this platform	● Can use to see what articles are popular ● However, still use other sources for news ● Link Digg to other sources	● Focus primarily on Digg ● Do not only advertise on Digg	5
Journalism	● Want to get their work published ● Can submit articles ● Articles must comply with DIGG style ● Look for sources, follow news Aim to have credible news	● May submit articles ● Follow to see what is trending & what people want to see	● Write & submit relevant articles ● Be informed ● Use reliable sources in articles ● Use other sources for news	● Use only Digg ● Focus primarily on Digg	6
PR professional	● Journalists look for sources ● Announcements ● Stay on top of real time news ● Not ad friendly	● Gather information ● Look for the top stories ● Way to see if their brand or company is mentioned in anything	● Keep site up-to-date ● Connect with other social media sites ● Analyze what's current - what could potentially affect you ● News story opportunities pulled from Digg (it's current- what	● Avoid bias ● Use as only "reliable" source	7

			people want to know)		
Organizational Comm Professional	● Users are the product ● News can be shared from digg's homepage or SM platforms to Org's Twitter profile ● New media influences traditional media and user behavior ● The audience can interpret and comment not just receive and consume anymore ● SM has to be in the communication strategy	● Org Comm Professionals may share popular stories from digg that relates to agenda ● May look at digg for relevant news information ● Gather information from competition sponsored on digg	● Share relevant information according to industry for orgs ● Allow a search of related keywords ● Promote on SM platforms frequently and evenly ● Give shoutouts to orgs doing good things ● Have trending contents and hashtags	● Post in only a few main categories ● Avoid letting only algorithms pick stories ● Only focus on a few SM platforms and forget about SM Big Boys	6
HR/Recruiting Professionals	● Employees use SM and contribute to org reputation and image ● Expands in direction of getting feedback from within the organization ● Traditional needs no longer meet the needs of employees or the sense of belonging to a group	● HR/Recruiters may share relevant posts from digg about internal communication ● Browse digg as a source of news ● Search for related content	● Promote more blog posts or popular list items -- ex. 10 ways to stand out in an interview ● Research who their viewers are and where they are using digg ● Create a "digg jobs" as a curator of job posts	● Forget to promote to certain audiences ● Let their algorithms override other more popular content ● Use as main news platform	5

Personal	● Free to use ● Can connect with other social sites	● Likely don't know what Digg is ● Personal research	● Have a lot of friends ● Connect with other users - share and comment on content ● Optimize platform by sharing your own info	● Do not use Digg as the only platform ● Do not use Digg as the only "reliable" source	6
Health Professionals	● Advertise their brand/ doctors/ practices/ company ● Stay competitive ● Varying demographics (ex: pediatrics v. geriatrics)	● Digg will not be a main platform for sharing information ● Unless it is the CDC, American Heart Association, etc, news will likely not be "big" enough to be shared on this platform	● Utilize if news is large-scale and is highly prioritized ● Use as a way to reinforce message shared on other platforms	● Use Digg as the only platform ● Do not use Facebook to link to Digg - if anything Digg needs to link to your Facebook status, Tweet, or a newsroom post/ blog	5
Mass Comm Professionals	● Share work digitally ● Advertisements ● Broadcast (News, radio, television, etc.)	● Will only share on Digg the transcripts of the broadcasts, unable to post audio or visuals without written work on this outlet (videos can be posted with only a caption but audio would then need a video to go along to post this here)	● Written transcripts of broadcasts posted ● Link to series of transcripts for broadcasts ● Links to audio of broadcasts	● Reference broadcast without providing transcript ● Short recap of broadcast	5
Sports Comm Professionals	● Reports (written or visual) posted directly to site	● Lots of traffic ● Fans of the events are dedicated and will read the content if it is known about	● Report and submit as many events as possible ● Post these ASAP (time sensitive)	● Wait to post reports (time sensitive) ● Video highlights of games or events	3

Appendix H: Agendas

Meeting 1
September 11, 2017 @ 2:15 p.m.
1. Solidify meeting times
   a. Wednesday 4?
   b. Backup Monday 2:15
2. Group Name
   a. Digg Deep
3. Project Manager selection
   a. Melissa
4. PIMs/ Group Rules
   a. No hand holding **(do your part of the project!)**
   b. Get your things done on time
   c. If something is wrong or bothering you, say something about it and don't get passive aggressive, fix the problem as soon as possible!
   d. Ask ahead of time if you are confused or need help
5. 100 facts - findings
   a. Research finished by next week

Meeting 2
September 13, 2017 @ 4 p.m.
1. 100 facts done
   a. Find holes in research - Phil knows Twitter SUPER well. So should we.
   b. He doesn't know as much on Digg, obviously, but be prepared for the class to ask a lot of questions, as I'm sure no one will really know about it.
2. Review costs/ benefits - question 3. Create b-c=v or ABC (maybe 10 various users… same users/ orgs we'd use for AA?)
3. SWOT analysis for Twitter/ Digg in general
4. Develop list of effective/ineffective uses of each SM alternative - provide rationale
   a. KISS chart/ AA for each audience?
5. To do for next meeting
   a. 100 facts
   b. Cost/ benefit chart for each audience (10 if we chose to do 10 audiences)
   c. SWOT analysis (Digg/Twitter in general)
   d. Break up KISS and have filled in for audiences (decide 10 or whatever audiences… Phil started listing some in the lecture 9/12. Adapt to Twitter/ Digg users)
6. Start paper? Include in basic research

Meeting 3
Wednesday, September 20 @ 4 p.m.
1. Have DONE: 100 facts (make sure research is thorough), audience analysis, ABC Chart, add to costs and benefits (in 100 facts), SWOT analysis for both platforms (Jake said this is big...think creatively!)
2. Start looking for social media fails
3. In meeting: begin crafting chart that will be used to determine social media effectiveness
4. Create (and finish) Most Like +/- chart (can be finished after class Thursday? Since we'll be discussing it more. But at least get good start)

BEFORE Meeting 4
1. Add to SWOT - Finalize!
2. Add to Cost/ Benefits - especially Digg
3. Add audiences to ABC chart (take 3 or 4 and add which of our 10 audiences that would benefit, will likely be more than 1 for each category)
    a. Finalize ABCs, add to Digg (try and fill it out as well as we have Twitter)
4. Biggest SM fails - monitor.
    a. We basically know what we want for Digg, it's a matter of deciding Twitter now
5. Scorecard - come up with evaluation (first initial thoughts!)
    a. What qualities are important for evaluating social media? The 5 Cs!

Meeting 4
Monday, September 24 @ 2:15 p.m.
1. Recap what we did since we met last Wednesday
    a. What still needs to be done from the last agenda?
2. Finalize scorecard
3. Finalize ML +-
4. Next meeting: creative infographic
5. Biggest SM fails
6. What are we still missing?
7. TO DO for next meeting:
    a. Go through and create evaluative scorecard - create 3 questions for each letter in ARCS that is applicable to your category
    b. Finalize ML +-
    c. SM fails: We are looking for 5 "fails" for Twitter - rank them "least bad" to worst. For the worst one, decide which of the 5 Cs it falls under and why it was a fail (ex: not sensitive to audience, didn't do audience analysis, etc)

Meeting 5
Wednesday, September 27 @ 4 p.m.
1. Discuss our evaluation scorecard...what works, what needs to be changed?
2. Finalize ML +-
3. Connect analytical anchors to SWOT (see class example)
4. Rating scorecard from class (add column)
5. Design PowerPoint (separate slides?)

Meeting 6
Monday, October 2 @ 2:15 p.m.
1. What still needs to be done?
2. ML +- : how we'd present/ use it to our ability to describe a social media strategy
3. So What?
4. What needs to be clarified - are we all on the same page?
5. Break up slides

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