Appropriate Social Media Platforms Commensurate with the Maturity of Organizations

Payam Hanafizadeh

Faculty of Management and Accounting, Allameh Tabataba'i University, Tehran, Iran

Sepideh Shafia

Faculty of Management and Accounting, Allameh Tabataba'i University, Tehran, Iran

Abstract: As digital technologies advance, the digital world is integrated with the real one through various digital platforms. Digital transformation in organizations is essentially based on emerging technologies and social and digital platforms. The purpose of this study is to help organizations choose the appropriate platforms to interact with customers and participate in the digital world in accordance with the maturity they gain in using these digital technologies. The present research, by synthesizing empirical studies on the use of various social platforms in organizations, provides a conceptual map of the relationship between the platform type and the maturity stage of organizations. According to the findings of this study, general social networks are suitable platforms for organizations with the first-stage maturity characteristics. Various social networks and creativity works sharing sites were recognized as suitable for the second stage; and public blogs and educational materials sharing for the third stage. Microblogs, discussion forums, and business networking sites are also appropriate for organizations with the characteristics of stages four and five. Using the findings of this research, organizations will be able to identify a social platform appropriate to their stage of readiness and maturity and make the most out of its benefits.

Keywords: Social Media Platform, Stage of growth, Maturity Stage, Systematic mapping, Digital platform

Introduction

Social media is generally defined as the tools and platforms that provide users with the possibility of virtually creating and sharing information (Perrin, 2015). Over 3.6 billion people (45% of the world population) are social media users (Kavota, Kamdjoug, & Wamba, 2020). By 2025, this number will reach 4.41 billion people (Tankovska, 2021). The COVID-19 pandemic situation of 2020 forced more people to use social media and find ways to interact

with each other. Every day, 1.3 million people are added to social platform users. Of these users, 98.8% are active on more than one platform. On average, each user uses 8.4 different social platforms (Michopoulou & Moisa, 2019). Social media is considered a low-cost information exchange platform for organizations (Dwivedi, Kapoor & Chen, 2015). Organizations use this technology for marketing, public relations, training, recruitment, research, product testing, criticism, suggestions, and funding (Orlandi, Zardini & Rossignoli, 2020; Ngai, Tao & Moon, 2015). According to the Global State of Digital 2021 report, 40.4% of Internet users use social platforms for business purposes; 86% of organizations in the Fortune 500 use at least one social platform (Zhang et al., 2019). With the evolution of social media, new social platforms emerge; thus, selecting the right platform has become an integral part of any organization's success (Dwivedi et al., 2020). While small businesses should keep their social media efforts focused due to limited resources, it is critical to ensure that this investment yields results.

The organization must devote resources to content production and activity on various platforms to be present on social media. In fact, 65% of organizations respond to this need by using their existing staff and 9% by recruiting new employees. Statistics show that it takes at least 32 hours a month to be active on any platform (Kavota et al., 2020). Some organizations want to be active on all popular platforms, although they do not possess the necessary resources to participate in all of these platforms. Such organizations do not achieve the desired results from social media because they bite off more than they can chew. On the other hand, some organizations spend resources only on Facebook and Twitter without examining the suitability of the platform features for their purpose, arguing that these platforms have the highest number of members. They ignore the question of whether or not these platforms are appropriate for their needs. These organizations, too, will not achieve the desired success on social media. Although research on social media in organizations has attracted a lot of attention, few studies have been conducted on the appropriate platforms for each organization. Most studies have examined a specific type of social platform and have not examined other platforms by changing the organization's characteristics (Song et al., 2019).

The majority of studies reviewed focus on single social media platforms with a couple of exceptions (e.g., Bakri, 2017; Odoom, Anning-Dorson, & Acheampong, 2017). Most of these studies have highlighted similar limitations, which involved studying their concept on other platforms. He et al. (2017) suggest that future research needs to expand the scope of data collection by including relevant data from other social platforms. On the other hand, most previous studies have assumed maximum use of social media capabilities in organizations. In practice, organizations cannot take advantage of all capabilities of technology at once and go through a maturing process in using its capabilities. In addition, choosing the way and the

level of using social media in any organization is specific to the characteristics of that organization, and the successful approach of an organization cannot necessarily be a good model for other organizations. Therefore, the level of technology utilization should be determined according to the organization's specific characteristics (Aral, Dellarocas & Godes, 2013). If the ground is prepared for using social media and the organization is immature, progress will face difficulties (Chan & Swatman, 2004). Hence, it is necessary to determine the organization's maturity stage for using social media capabilities. To this end, this study strives to address the following question: Which platforms are suitable for the use of social media in the gradual maturity development path of the organization?

To answer this question, the stages of an organization's maturity in the use of social media with social platforms appropriate to that stage of maturity will be explained. This research contributes to the literature of social media platforms through its key findings that are relevant from both theoretical and managerial perspectives. The findings of this study include the identification of appropriate platforms for each maturity stage in social media use in organizations. Using the results of this study, managers will be able to identify platforms appropriate to the characteristics of their organization and plan for future investments in social media. Other audiences for the present study include the research community and experts interested in social media in organizations. In the present study, the platforms with high research density have been identified. At the same time, overlooked cases will be determined. In addition, by identifying the stages of maturity that are less addressed, researchers can plan for future studies and identify platforms appropriate to the characteristics of those stages.

The rest of the article is structured as follows. In the next section, the theoretical background for the conceptual map is presented. In the methodology section, the systematic mapping approach, the components of the literature review protocol, and the data processing method are described. Then, the findings of the study are presented, and appropriate platforms for each maturity stage of the organization are introduced. Finally, the conclusion summarizes our findings and recommendations, together with some comments on limitations of the study and future research directions.

Theoretical Background

This study aims to identify appropriate platforms during the maturity stage of the organization in social media. Given the multiplicity of social platforms, they need to be categorized in terms of function in the organization. In this study, the classification presented in Misirlis & Vlachopoulou (2018) has been used. This classification has also been used in studies such as

Olanrewaju *et al.* (2020), Ismagilova *et al.* (2020), and Chi *et al.* (2018), and has been accepted by researchers.

To describe the maturity status of an organization in social media use, a reference model is needed in which the characteristics of each maturity stage are described. In this study, the social media stages of growth model (SMSOG) presented by Chung *et al.* (2017) has been employed. In what follows, the types of social platforms used in organizations are categorized, and the bases of the SMSOG model are described.

Types of social media platforms

In the literature, the social platforms of organizations have been categorized from different perspectives. Concerning the type of content published on the platform, they have been divided into five categories: 1. social networks; 2. professional networks; 3. media sharing; 4. content production; and 5. virtual reality and gaming environments (Hagg, Dahinten & Currie, 2018). In terms of audience, Kwahk & Park (2016) divided social platforms into two categories: enterprise social media (ESM) and public social media (PSM). Kaplan & Haenlein (2010) classified platforms into six categories with respect to social presence/media richness and self-presentation/self-disclosure: 1. social networking sites; 2. content communities; 3. blogs; 4. collaborative projects; 5. virtual social worlds; and 6. virtual game worlds.

In the present study, it is required to classify the platforms with respect to their function in organizations, because the goal of the study is to identify platforms suitable for each maturity stage of the organization with a focus on the findings of empirical studies on social media. In this regard, the classification offered by Misirlis & Vlachopoulou (2018) is used. In this classification, platforms are divided into four groups: 1. social networks; 2. Content communities; 3. Blogs; and 4. Online forums. Each category is described in the following section.

1. Social Networking Sites

Social networks are created with the aim of human-to-human interactions (Kapoor *et al.*, 2018). In social networks, users connect with each other and share user-generated content (Boyd & Ellison, 2007). One of the capabilities of a social network is to create a (semi-)public profile. Profiles are unique pages where one can "type oneself into being". In a profile, in addition to the identity information of each user, a list of other users with whom they are connected is articulated (Liu & Ying, 2010). In these networks, informational messages are sent to create engagement with followers. Social media is often used as a tool for customer relationship management. This capability is a great advantage for entrepreneurs who are looking to expand contact bases. International organizations also use social networks to keep in touch with audiences in different geographical areas. In social networks, one-way

communications are often established (Manetti & Bellucci, 2016). Thus, the social network is not considered a suitable platform for shaping active two-way interactions with stakeholders (Lovejoy, Waters & Saxton, 2012). The types of social networks are explained below.

1.1. General social network sites

General social networks have changed the way people interact and share experiences (de Reuver, Sørensen & Basole, 2018). These networks are appropriate spaces for sharing visual content and engaging audience, especially visual learners (Davis *et al.*, 2020). Facebook is the most popular general social network site. On Facebook, users comment on various products as self-reporting (Gamboa & Gonçalves, 2014). By analysing these comments, organizations identify ways to improve the product according to customer needs (Roberts & Piller, 2016). In addition to Facebook, similar platforms have been created for users in specific geographic areas (such as Spaces in Russia, Qzone in China, and Band in South Korea). Organizations enhance their relationships with the target audience by monitoring the interactions in these networks and sending advertisements (Ko, 2018).

1.2. Instant messaging

Instant messaging (IM) is a type of online chat for real-time text transmission (Hsieh & Tseng, 2017). These platforms are a good alternative to operator-based text messaging via SMS due to their free or low-cost chat services (Isaacs *et al.*, 2002). IM (such as WhatsApp, QQ, Skype, Zoom) is known as the Jill of all trades. On these platforms, it is possible to group chat, and exchange graphics, files, videos, and stickers (Hagg, Dahinten & Currie, 2018). Organizations use these capabilities to shape communication networks with potential business partners (Ellison & Vitak, 2015). As an all-in-one platform, WeChat offers capabilities such as online shopping, money transfer, making reservations, and booking taxis, in addition to messaging and calling. A similar platform in Japan is Line.

1.3. Business networking sites

These platforms are specifically designed to promote relationships in the business community (Davis *et al.*, 2020). On these sites, users share work-related information. On business networking sites, each user's profile reflects their professional skills. Profile information is business-oriented rather than personal (Papacharissi, 2009). On business networking sites, using statistical techniques, each user is given suggestions to connect or link with potential contacts and relevant groups (Ellison & Vitak, 2015).

The most popular platform in this category is LinkedIn. Fifty-five million companies are active on this site (McCosker, 2017). Organizations use this platform for professional networking and monitoring the labour market (Van Dijck, 2013). Other platforms are also used to exchange business information. In Glassdoor, for example, information about how organizations treat

their employees is shared. People use this information to understand the values of the organization. By examining the information published on this platform, organizations also become familiar with employees' attitude toward them and plan to improve employees' experience (Karabarbounis & Pinto, 2018).

2. Content communities

The purpose of these platforms is to provide the possibility of sharing content (text, image, video, audio) among users (Kaplan & Haenlein, 2010). Unlike social networks, users in content communities are not required to create a personal profile page after signing up. In content communities, users upload multimedia content and submit a description for it. This content is made available to the public. Visitors can subscribe to individual users and respond to content published by others. Some content community platforms are specifically designed to share educational content and manage relationships in training courses. The rate of using these platforms has increased with the COVID-19 pandemic (Huang *et al.*, 2020).

2.1. Creativity works sharing sites

Popular platforms in this category include YouTube, Instagram, and SlideShare. Image sharing sites (such as Instagram, Imgur, and Flickr) are considered a gift for photogenic businesses. Video hosting platforms are used to train the audience and promote the brand. In addition, Pinterest as a digital pinboard is used for inspiration in B2C fashion, food and beauty. In this platform, "pinning" is used to store image and video content in a virtual board. Almost 93% of users do the pinning to plan future purchases (Sethna, Hazari & Brown, 2021). This platform is a good space for branding in the minds of the audience.

2.2. Educational materials sharing

These platforms are used as tools for sharing educational content and evaluating educational outcomes. They are also employed for raising awareness and educating stakeholders. Spiral, for example, offers collaborative, multimedia assessment tools. The benefits of educational materials sharing include knowledge sharing through open discussion, engaging the audience, and providing opportunities for collaborative and experiential learning (Al-Rahmi *et al.*, 2018). In Parlay, critical-thinking skills are developed through discussion between users. NowComment also allows the audience to give and take feedback, annotate, brainstorm, and make media.

3. Blogs

A blog is the oldest social platform (Kaplan & Haenlein, 2010). Blogs are known as publicly accessible personal journals (Blood, 2002). In blogs, the users are given a space to express their thoughts (Rollins, Nickell & Wei, 2014). One of the differences between a blog and a social network is the public nature of the messages so that all users can read and comment on

them (Kaplan & Haenlein, 2010). In general, two types of blogging occur in organizations. The first type is publishing work-related information (such as exchanging work experience and submitting work reports and announcements). The second type is sharing non-work-related information (Luo *et al.*, 2018). Participating in the first type of blogging leads to effective communication and work skills. In the second type, people in the organization expand their communication network by sharing leisure information, documenting life experiences, and exchanging emotional feelings. Blogs are divided into two types: general blogs and microblogs.

3.1. General Blogs

In traditional blogs (such as WordPress and Blogger), long and specialized articles are published. Tumblr and Medium are also general blogs with short posts. By recording business information on these platforms, organizations introduce a new range of readers to their brand (Steyn *et al.*, 2010). Blogging is used as a marketing tool. By talking to people in a conversational manner, a blog puts a human face on a company that is difficult to duplicate in any other way. Perhaps the single most powerful aspect of blogs in the area of public relations is the personalization aspect.

3.2. Microblogs

The difference between a microblog and a traditional blog lies in the content size. In a microblog, users share short content (such as short sentences, individual images, and video links) (Kaplan & Haenlein, 2010). These platforms create new opportunities to shape ongoing conversations with the audience (Henderson & Bowley, 2010). This feature has led to the rapid development and general popularity of microblogs (Mirkovski *et al.*, 2018). These platforms are used for rich discussions. Thus, microblogs are effective in all three stages of the marketing process (i.e., 1. prepurchase and market research; 2. purchase and marketing communications; and 3. post-purchase and customer service) (Alarcón *et al.*, 2018). Twitter, as the most popular microblog, with its hashtag-driven capability and geographic location sharing, has connected a large audience to specific events (Lovejoy *et al.*, 2012). This platform is commonly used for sharing information on politics, sports, and natural disasters (Kapoor *et al.*, 2018). In China, Sina Weibo has a similar function as Twitter (Gruzd, Lannigan & Quigley, 2018).

4. Online discussion forums

Online discussion forums are web-based arenas where content is created and edited jointly and simultaneously (Amidi *et al.*, 2015). In forums, geographically dispersed users debate or discuss various topics. One type of platform that falls into this category is social bookmarking. In social bookmarking, media content is ranked by users in a group-based manner (Kaplan & Haenlein, 2010). Organizations use these platforms to access a wide range of market information. Therefore, this platform is a suitable space for market research and audience

recognition. In the following section, different types of platforms in the category of online forums are described.

4.1. Collaborative websites

Collaborative websites have been created with the aim of facilitating information sharing and creating a common knowledge base (Seliaman, 2013). In cause & help platforms, questions and answers revolved around a specific issue. For example, Reddit involves a number of sub-communities called subreddits. In each community, a user's question or statement is answered by others. In Quora, users answer registered industry-related questions. By participating in answering the questions, the organization can introduce its business and direct the audience to its site. Other types of these sites include publicly edited encyclopedias. An encyclopedia is a combination of several articles that are thematically categorized. Unlike dictionaries, which contain linguistic information about words, encyclopedias contain factual information about various topics. For example, in Wikipedia, about one million articles have been generated with users' participation (Tausch, 2020). Organizations use these wikis to record and manage ideas related to new product development (Amidi *et al.*, 2015).

4.2. Social review sites

Social review sites, aiming to reduce guesswork, offer suggestions to users based on community members' experiences. These platforms are used to facilitate the decision-making process and overcome information overload. For example, in the area of tourism services, well-known sites are Yelp and TripAdvisor. On these sites, tourists publish their ideas about the services of hotels and tourist places. Receiving positive reviews on these platforms means social proof (Duan *et al.*, 2016). Such platforms, as a decision support system, offer suggestions to users. Collaborative Filtering (CF) recommendation systems are used to offer these suggestions. CF algorithms provide recommendations by collecting users' opinions and identifying similarities (Chaudhari & Thakkar, 2020). By examining these suggestions, an organization recognizes the positive and negative aspects of the customer's perspective and specifies areas for improvement (Tajvidi & Karami, 2017).

4.3. Company-sponsored networks

Enterprise social media is developed to manage relationships in a specific organization or group (Liu & Bakici, 2019). One reason for investing in the development of an organization-specific platform is the limitations of existing platforms (Kane *et al.*, 2014). In other words, when using general platforms, some of the organization's needs remain unmet. On the other hand, given the high rate of social media use by employees, managers are concerned about wasting time on these media. For these two reasons, some organizations develop their own social platform for organizational social interaction. The capabilities of these platforms include: 1. creating a network of relationships with co-workers and organization partners;

2. exchanging messages with colleagues and broadcasting them to all members; 3. sending, editing, and arranging organizational text and files; and 4. observing the interactions of other people in the network (Leonardi, Huysman & Steinfield, 2013). The organization owns the data circulating on these platforms. Therefore, it can apply various strategies to manage access levels and retrieve private information (Kuegler, Smolnik & Kane, 2015).

Social media stages of growth

Different models have been proposed to describe an organization's maturity stage in using social media (Duane & O'Reilly, 2016). Stages-of-growth models are widely used for the management of information technology (Solli-Sæther & Gottschalk, 2010). These models describe phenomena observed as IT evolves through different stages of its lifecycle (Jacobs & Nakata, 2010). At each stage, various technologies are used. Each technology requires varying activities on the part of management. Hence, in a growth model, the relevant technologies and managerial activities are specified for each stage (McKay, Prananto & Marshall, 2000).

In the present study, SMSOG has been used to identify the organization's maturity in the use of social media. The five stages of this model with their different properties are explained in Table 1.

Table 1. The suggested stage model for social media implementation (Chung *et al.,*2017)

Stage	Focus	Strategy	Problems
1- Experimentation & learning	Announcing the launch of social media, posting, and providing some information.	It is experimental, with every department doing its own thing.	Lack of understanding of social media; Lack of social media training programs
2- Rapid growth	Consumer-centric focus. Efforts aimed at increasing internal and external awareness.	It is coordinated across all departments by management. Objectives have been established.	Lack of strategic interest from senior management; Lack of social media training programs
3- Formalization	Planning, strategy, governance and alignment with overall business strategy	It is controlled across the company, with a strategy aligned with the business plan.	Employee misuse; Inappropriate social media strategies; Negative feedback from internal and external detractors
4- Consolidation & integration	Optimization of processes. Pursue alignment with external partners/suppliers. Creation/ideation, crowdsourcing.	It is very well integrated with key business processes, driving fundamental change in how business is done.	Lack of social media passion/creativity among stakeholders; Failure to establish metrics for measuring social media ROI
5- Institutional absorption	De-facto application for key business tasks. Enterprise-wide social media for the entire workforce. New/re-engineer existing business models.	It is embedded into the core of what is done and how it is done, from customers to suppliers, from internal partners to external partners.	Failure to enforce formal policies; Lack of funding or resources for social media development; Over-zealous management control of social media tools

The SMSOG model was developed by Duane & O'Reilly (2016) to measure organizational growth in social media utilization. In this model, the focus, strategies, and dominant problems of each stage are explained. The SMSOG model is theoretically evaluated compared to other growth models in the information systems area, and its performance is reported empirically in Duane & O'Reilly (2016). In Duane & O'Reilly (2017), the maturity stage of 103 organizations was determined using this model as well. The results indicate the appropriate accuracy of the model in the definition and guidelines suggested for each stage. Chung *et al.* (2017) have also introduced it as a desirable model for measuring an organization's maturity stage in social media use. In this study, the stages of growth are considered as representing the organization's maturity stage in using social media. In the next section, the research methodology and data collection are described.

Methodology

In the present study, systematic mapping of the literature was used for the classification and content analysis of the articles according to the model presented in Petersen *et al.* (2008). This type of literature review aims to create deep insight and understanding about a phenomenon by collecting and evaluating evidence in a specific area. Hence, suggestions can be proposed for future studies (Unterkalmsteiner *et al.*, 2012). The review protocol is presented in Table 2.

Table 2. The systematic literature review protocol for this study

Protocol elements	Translation to this study
Research objective	Which platforms are suitable for each maturity stage of the organization in using social media?
Sources searched	Emerald, IEEE Explore, Science Direct, Scopus, Web of Science, Business Source Premier, AIS Electronic Library, Google Scholar
Search terms	("Organization" OR "Workplace") AND ("Social media" OR "Platform" OR "Web 2.0") AND ("Social network" OR "Blog" OR "collaborative sites" OR "forums" OR "virtual world" OR "content communities")
Search strategy	- Peer-reviewed journals; - Published during the intended timeframe (2011-2020); - Theoretical and empirical studies; no sector limit; - Search terms contained in articles' title, abstract and keywords.
Inclusion criteria	Related to the topic of the present study: investigating the outcomes of using social media platforms in organizations. The name of the social media platform should be explicitly mentioned in the text of the article.
Exclusion criteria	- Conference papers, book chapters, theses, reports; - Inaccessibility to the textual body of articles; - Published in languages other than English; - Repetitive articles

Considering the goal of this study, business journals were searched. The searched databases are shown in Table 2. These resources cover social sciences and management literature better than other databases (Ngai *et al.*, 2015). Conference papers, book chapters, theses, and reports were excluded as refereed journal articles represent state-of-the-art research output with high

impact (Ahmed *et al.*, 2018). This approach is consistent with previous review papers on social media that also have limited their scope to journal articles (e.g., Bhimani *et al.*, 2019; Ngai *et al.*,2015).

After an electronic search of titles, abstracts, and keywords of articles (published in 2011-2020), 478 articles were obtained. Then, based on the approach proposed by Wohlin (2014), for the articles that were well related to the research topic, another 56 articles were identified through the snowball technique. After removing duplicates, a total of 353 articles were selected for analysis. After reviewing the text of the articles, 198 articles were removed due to the incompatibility of their content with the scope of the study. The criterion for determining the scope of the study was their focus on the functions of social media platforms in organizations. Thus, studies examining the impact of social media platforms outside the organization were removed. Additionally, 35 articles that did not explicitly mention the name of the platform under study were omitted from the list of the articles. Finally, 120 articles were selected for analysis. The bibliographic details of the individual articles are listed in Appendix 1.

Our investigation took place in multiple steps, which can be summarized as follows. First, the maturity stage of the organization studied in the articles was identified based on the SMSOG model. The social platforms used by the organizations were then identified and categorized based on what is stated in the theoretical background section. Finally, according to the knowledge obtained about the characteristics of each category of platforms and the definition offered for different maturity stages, a mapping between each maturity stage and the platforms was developed. These steps are described below.

Extracting Data

To determine the maturity stage of the organizations mentioned in the articles, the definitions of stages in the SMSOG model in Chung *et al.* (2017) and the problems identified for each stage in Chung *et al.* (2018) were used. By analysing the text of the articles, the distinguishing features of each stage were identified and marked. Thus, each article was attributed to one of the five stages of the SMSOG. Keywords for each stage are described in the literature review section.

In order to identify the social platform used, the name of the platform was identified by reviewing the text of the article. Each article was placed in one of the four categories introduced in Misirlis & Vlachopoulou (2018). To identify the platform of each article, the name of the platform was searched in the text. Articles addressing more than one platform were removed from the list of reviewed articles. Therefore, only one platform was assigned to each article. Finally, all 120 articles reviewed were assigned a SMSOG model stage and a

platform. The distribution of articles by maturity stage and social platform studied is presented in Appendix 2.

Integrating the Evidence

In order to determine the appropriate platforms for each stage, a matrix of platforms and stages was developed as described in Appendix 3. Using this matrix, the researchers sought to identify the features or capabilities of each platform as established in one of the SMSOG stages or the context for the realization of those capabilities provided by the platform. The columns of this matrix represent SMSOG stages, and its rows show the platforms. For each stage, the focus, the strategy, and the prevailing problems of the organization were identified. In the matrix rows, the functions and advantages of each platform were identified. By determining the relationship between the characteristics of each stage and the functions of each platform, each stage was mapped to appropriate platforms.

In the present study, at the stage of reviewing empirical studies, it was assumed that the organisation under study is able to use all capabilities of a digital platform (functions or services). For example, if three distinct capabilities are provided by a digital platform, an organisation has the capacity to use all the capabilities of that digital platform. Hence, a maturity stage is considered for the organization in the mapping stage of the research design which corresponds to taking most advantage of all the digital platform's capabilities.

Table 3. Part of the relation matrix of stages and platforms

Platform	Function	Stage 4								
		Focus			Strategy		Dominant problems			
		Optimization of processes & creating scale	Alignment with external partners/suppliers	Co creation, ideation	Well integrated with key business processes	Fundamental business change	Negative comments, reviews & feedback	Security policy & control	Lack of SM passion & creativity among stakeholders
Collaborative websites	Industry-related questions		✓	✓				✓	✓
	Build connections								✓
	Customer research		✓			✓			
	Content marketing	✓							
	Co-ideation			✓					
	Participate in lively discussions						✓		✓
	Optimize current marketing campaigns	✓							

To illustrate how the mapping is done, Table 3 shows part of the matrix (related to the relationship of collaborative websites and the fourth stage) as an example. One of the functions

of collaborative websites is to create discussions and opportunities to answer industry-related questions. At the fourth stage, the organization's focus is to create alignment among stakeholders through social media. The organization will be able to provide a suitable platform for communication among stakeholders using the responsiveness created in collaborative websites. On the other hand, one of the problems reported in the fourth stage is the lack of passion and creativity among stakeholders. The capability to participate in lively discussions can tackle this problem. Also, the fourth stage focuses on facilitating stakeholder ideation through social media. The organization can achieve this goal by using the co-ideation capability in collaborative websites.

Appendix 3 presents the details of the relation matrix of SMSOG stages and platforms. Using this matrix, concept mapping between maturity stages and platforms was developed.

In what follows the components of concept mapping for each SMSOG stage are described separately.

Findings

The present study intends to identify appropriate social platforms for each maturity stage of the organization in the use of social media. To this aim, two theories of organization maturity stages in social media (Chung *et al.*, 2017) and various types of social platforms (Misirlis & Vlachopoulou, 2018) were synthesized as described below. After reviewing the literature, the relation matrix of the characteristic of the levels and capabilities of each platform was created. Using this matrix, a concept map between maturity stages and platforms was developed. The details of this map are presented in Appendix 3, and its graphical result is shown in Figure 1. In this map, the capabilities of each platform that meet the organization's strategy and solve the prevailing problems of each of the five maturity stages were identified. Figure 1 shows each of the SMSOG stages in a circle. Moving from one maturity stage to another (from stage 1 to 2, and the like), larger circles are used: the larger the circle, the higher the level of maturity stage. In other words, as an organization moves from low maturity to high maturity, the circle level of Figure 1 becomes larger than previous maturity levels and, as noted, this reflects the wider ability of the organization to use social platforms. The reason for using the largest circle for the fifth stage is to show the organization's vast use of social platforms at that stage. The platforms appropriate to each stage are written in the circles related to the given stage. The four categories of platform types are also distinguished by dashed lines.
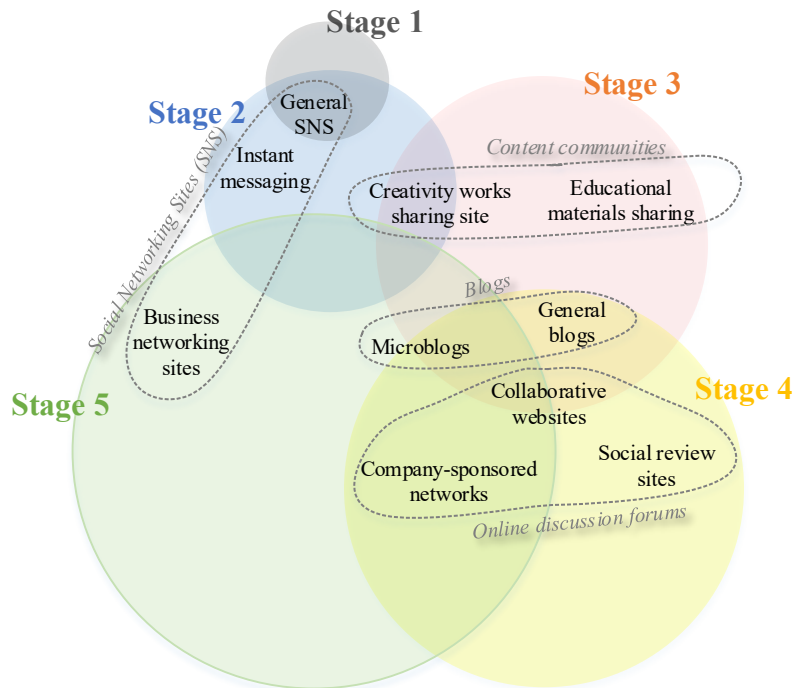
Figure 1. The relationship between platforms and maturity stages in the SMSOG model

The appropriate platform for each stage should have functions or capabilities that meet that stage's needs, goals, and problems. As shown in Figure 1, the most suitable platform for use in organizations at the first stage is general social networking sites (SNS). At the first stage, the organization has just started to use social media. Thus, the goal is to announce the launch of the organization's social media (Duane & O'Reilly, 2017). Social networks connect people at the lowest cost (Leonardi, 2014). Facebook, as one of the most popular social networks, is available to users for free. Therefore, the organization can inform its entry into social media in this network. One of the organization's needs at the first stage is to promote its social presence (Chung *et al.*, 2017). General social networks are one of the channels for communicating with the audience and introducing products (Moro, Rita & Vala, 2016). Therefore, by producing content in various social networks, the organization can attract the attention of potential customers and communicate with them (Parveen, Jaafar & Ainin, 2015).

As the organization's maturity grows to the second stage, as shown in Figure 1, a variety of social networks and creativity works sharing sites have been identified as appropriate platforms. At the second stage, the organization seeks to strengthen its relationship with the customer using social media (Chung *et al.*, 2017). Instant messaging is an effective mechanism for communicating with customers (Khan, Hoffman & Misztur, 2014) In fact, messengers allow one to communicate with different groups of audiences. In addition to messengers, customers publish their opinions about different products on creativity works sharing sites as multimedia materials (Boyd & Ellison, 2007). The organization will be able to identify customer interests by analysing the data published on these sites (Geurin & Burch, 2017). In

the second stage, the focus of the organization is on increasing internal and external awareness of the organization (Duane & O'Reilly, 2017). As the most advanced video-sharing platform, YouTube allows the organization to build brand awareness and attract an audience (Geurin & Burch, 2017). In addition, 64% of online shoppers use videos published on video-sharing platforms to buy goods (Manika, Papagiannidis & Bourlaki, 2017). Therefore, by producing content on these platforms, the organization can influence customers' purchasing decisions (Benthaus, Risius & Beck, 2016). In other words, creativity works sharing sites are a good tool for implementing low-cost marketing programs (Geurin & Burch, 2017). E-commerce retailers promote their brand and products by advertising on Pinterest. Hence, a product can be introduced to numerous customers at low cost (Odoom, Anning-Dorson, & Acheampong, 2017).

As shown in Figure 1, suitable platforms for use at the third stage of maturity are blogs, content communities, and collaborative websites. The organization's strategy at the third stage is to build communication networks to receive feedback (Duane & O'Reilly, 2016). To implement this strategy, the organization can employ collaborative websites to exchange information with customers. Organizations join forums or create new ones to introduce their brand (Kukulska-Hulme, 2010). On the other hand, if employees are employed in the right setting and the right tasks with the right strategy, the use of collaborative websites will have a positive impact on their performance (Kuegler, Smolnik & Kane, 2015). Another goal of the organization at the third stage is defining and realizing the strategy of social media use (Chung *et al.*, 2017). Discussion forums are appropriate platforms for receiving feedback from the stakeholders on defined strategies. By receiving the stakeholders' opinions, the organization involves them in developing strategies. This leads to their commitment to the developed plans and strategies (Aral, Dellarocas & Godes, 2013). One of the problems the organization faces at the third stage is the employees' misuse of social media in the workplace (Chung *et al.*, 2018). To face such a challenge, a clear boundary should be defined between personal and work activities (Munene & Nyaribo, 2013). By producing content on educational platforms, the policies for using social media in the work environment can be taught to employees. Blogs can also be used to publish the latest version of terms and conditions. Organizations use social blogging to build engagement and introduce people to their business (Michaelidou, Siamagka & Christodoulides, 2011).

Blogs help the knowledge management process by facilitating information exchange in the virtual social and workplace environment. Thus, visibility in the organization increases (Zhang *et al.*, 2020). As shown in Figure 1, platforms suitable for organizations at the fourth stage are various types of blogs and online forums. At this stage, the organization is looking for ideation to create a new product with the help of social media (Duane & O'Reilly, 2017). At the fourth

stage, social media is something beyond marketing and public relations tools (Duane & O'Reilly, 2016). Therefore, social review sites are used to engage established customers in the co-creation of new products and services (Bizzi & Labban, 2019). Customer reviews reflect the customer experience. Such reviews are published publicly and privately. On social review sites, the customer gives direct feedback about the organization. In addition, the organization can use data from third-party review sites. By analysing this information, the organization is informed of the customer's satisfaction stage and will be able to improve its product or service according to the customer's wishes (Chaudhari & Thakkar, 2020).

At the fourth stage, social platforms, besides leading to interaction with external stakeholders, also affect the cooperation of employees (Kane *et al.*, 2014). An internal intranet is a tool for sharing official information of the organization. Nevertheless, the microblog is a good platform for sharing ideas (Bashir, Papamichail & Malik, 2017). People honestly express their feelings in microblogs and feel more comfortable asking questions and requesting help (Gilbert, 2016). Therefore, microblogs can be used to establish information flow between people and support informal education. Publicly edited encyclopedias are also used to facilitate the knowledge sharing process in an organization (Huang, Baptista & Galliers, 2013). In wikis, open communication is established between managers and employees. Therefore, employees effectively share their experiences and ideas with the team (Al-Rahmi *et al.*, 2018). Of course, one of the problems identified for organizations with Stage 4 characteristics is the stakeholders' reluctance to use social media (Chung *et al.*, 2018). Collaborative websites have been suggested to raise the motivation for information exchange between stakeholders (Cai *et al.*, 2018). In these platforms, two-way communications are formed by creating one-to-one interactions (Nik-Bakht & El-Diraby, 2020). Using collaborative websites, intra-team relationships become productive. This change also leads to improved employee performance, productivity and agility (Holtzblatt *et al.*, 2013). On the other hand, the need to exchange confidential information among all supply chain members leads the fourth-stage organization to invest in creating company-sponsored networks. Through these networks, the organization will be able to provide alignment and integration in the supply chain (Chung *et al.*, 2017). In addition, these technologies have shifted the focus of Internet services from consumption-centred to interactive, two-way or multi-way. This creates new opportunities for active interaction among organizational elements (Henderson & Bowley, 2010).

Given that few organizations are ranked at the fifth stage in terms of maturity, there is not sufficient evidence to identify appropriate platforms and prevailing problems at this stage (Duane & O'Reilly, 2017). However, as indicated in Figure 1, company-sponsored networks, collaborative websites, microblogs, and business networking sites are predicted to help the organization achieve its fifth-stage goals and strategies better than other platforms. At the fifth

stage, management has a broader perspective, maintaining what is appropriate in existing social media applications and embracing new applications as appropriate (Chung *et al.*, 2017). At this stage, social platforms are used to integrate the pillars of the organization (Chung *et al.*, 2016). The focus of the organization at the fifth stage is on generating new, or reengineering existing, business models. Therefore, it is recommended to analyse microblogs' content and use social listening tools to receive feedback and better understand the audience. By extracting knowledge from these platforms, the organization will be able to design and implement actionable strategies (Benthaus *et al.*, 2016). Finally, with the optimal allocation of resources, customer service will be provided in line with customer needs, and sales will increase (Moore, Hopkins & Raymond, 2013).

Enterprise blogs can increase the rate of problem-solving, help employees gain access to knowledge experts, and reduce internal communication costs (Huang, Singh & Ghose, 2015). One of the needs of the organization at the fifth stage is to monitor the organizational environment (Duane & O'Reilly, 2017). Business networking sites are suitable platforms for learning about the market and the status of competitors. These sites facilitate communication with external stakeholders. Organizations make decisions about hiring personnel based on information obtained from these platforms. LinkedIn, for example, is used to monitor the labour market of a specialized workforce: 70% of employers use the information on this site to find job candidates (Quinton & Wilson, 2016). In addition to LinkedIn, Glassdoor can provide information on the views of internal stakeholders. Based on this information, the organization will be able to plan to increase the satisfaction of its stakeholders. Increasing employee satisfaction will lead to increased sales and a reduction in the rate of staff resignation from the organization (Pitt *et al.*, 2018). At the fifth stage, staff integration reaches a point where organizations implement enterprise-wide social media for the entire workforce, empowering staff to regularly use social media (Duane & O'Reilly, 2016). A direct relationship has been reported between enterprise social media and agility. In addition, using enterprise social media promotes efficiency, adaptability and flexibility of the staff (Cai *et al.*, 2018).

Conclusion

In the digital economy, the key to the success of organizations is the effective use of information and communication technology (Gruzd *et al.*, 2018); therefore, despite limited resources, social platforms appropriate to the characteristics of the organization need to be identified and invested in. This research seeks to establish a relationship between the types of platforms and the organization's maturity stage. To this aim, after a systematic study, the types of platforms studied in 120 selected articles based on the classification of Misirlis & Vlachopoulou (2018) were identified and placed in one of the five stages of the SMSOG model

(Chung *et al.*, 2017). Then, a mapping was developed through the relationship matrix of each platform type with the characteristics of each SMSOG stage, which represents a conjecture of the appropriate platform for each maturity level of organizations.

Based on our study and the relevant literature, we provide the following insights and recommendations for business owners or practitioners interested in adopting social media platforms for their business benefits. General platforms such as Facebook, Twitter, Myspace, and YouTube are available to all Internet users free of charge. For example, the organization can create brand loyalty by creating relationships on Facebook. In the food, arts and clothing industry, Pinterest — and in the retail, beauty and entertainment industry, Instagram — can be used to visually present the organization's products and lead generation. Twitter is a good platform for public relations, and LinkedIn is appropriate for business development and B2B communications. YouTube is useful for brand awareness, especially in the service industry. Blogs and Wikis are also suitable tools for training stakeholders. Wikis are appropriate for knowledge sharing, thanks to their collaborative and conversational bases (Amidi *et al.*, 2015).

In choosing a platform, it is necessary for the organizations to have a good understanding of the variables affecting the participation of members in these platforms and plan to guide these efforts. The organization should not limit itself to popular platforms. Before choosing a platform, it is necessary to determine the organization's purpose of using social media and its maturity stage in using this media, based on the SMSOG model. The questionnaire used by Duane & O'Reilly (2017) can be used to determine the maturity stage of the organization.

If the organization is in the first three maturity stages, the main focus will be on customer interaction and designing a strategy to communicate with external stakeholders through social media. Therefore, it is necessary to determine the target audience and how they can be accessed through social media. To this end, a proper understanding of the demographic conditions of the audience should be obtained. Platforms with higher audience densities are the most appropriate platforms at these stages. If the organization's maturity is at the two final stages of the model (fourth and fifth), all elements of the organization will be integrated through social media and investment will be generally required for company-sponsored networks. Hence, it is necessary to clearly identify the needs of the audience and select appropriate platforms for them.

To summarize, social networks meet the needs of organizations at the initial stages of maturity well. Social networks connect people at the lowest cost. With the growth and maturity of the organization at the second and third stages, content communities and blogs are appropriate. Organizations in these platforms shape organizational relationships by categorizing users and

selecting the target group. Forums and collaborative websites can also provide the desired value-creation at the high stages of organizational maturity.

The recommendations presented in this article regarding the relationship between the appropriate platform and the organization's maturity stage are not based on tests with empirical data. Instead, these recommendations are offered based on previous studies reported in the literature. This study treats only information that appeared in the papers and thus the indicators for each organization could be incomplete, depending on the focus of the cited paper. Future studies can conduct experimental tests on the recommendations of this study regarding the relationship between platform type and an organization's maturity stage as independent research. Also, considering the nature and characteristics of an industry may be effective in proposing the relationship between the type of platform and the organization's maturity stage, so it is suggested that directed research in different industries be done on the findings of the present study.

In this study, at the stage of reviewing empirical studies, it was assumed that the organisation under study is able to use all capabilities of a digital platform. However, in reality, some of the capabilities of a social media site may be used at a lower level of maturity and others at the higher levels. Therefore, as a future study, studying the level of maturity of different combinations of capabilities of a digital platform will provide a more realistic insight into building the capacity for organizations to use the capabilities of social platforms. Also, future studies are recommended to investigate the impact of features like the field and the size of the firm, B2B or B2C business type, the geographical regions, etc. In addition, given the increasing growth of using social media in organizations, its impact on performance can also be considered in the growth phase. Therefore, in order to complete the findings of this research, it is necessary for future research to focus on identifying appropriate platforms for organizations at higher stages of the growth model, especially stage 5.

Using the results of the present study, researchers can identify platforms with low frequency of use, and focus their future research on those types of platform. For example, despite the numerous capabilities that virtual worlds provide to users, few studies have addressed the impact of using these platforms in an organization. Among the top features of this platform are the simulation of the real world in cyberspace and the lack of restrictive rules for interactions among the users. Organizations can use these platforms to evaluate their performance in marketing, human resource management and internal processes, and apply the lessons learned in the real world.

There are a number of limitations to this body of research. Firstly, the literature review is not exhaustive, with the exclusion of conference papers and book chapters. This means that some

significant literature and findings may have been excluded. Secondly, articles not published in English were also excluded. Although this is common in scoping reviews, we may have missed relevant papers published in other languages.

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Appendix 1: Reviewed papers

#	Author(s) & Year	SMSOG	Platform	
			Type	**Subtype**
[1]	Agnihotri *et al.*, 2012	1	Social Networking Sites	Facebook
[2]	Alarcón *et al.*, 2018	4	Blogs	Microblogs
[3]	Ali, Wang, & Khan, 2019	4	Social Networking Sites	Instant messaging
[4]	Al-Rahmi *et al.*, 2018	4	Content communities	Creativity works sharing sites
[5]	Amidi *et al.*, 2015	1	Online discussion forums	Social review sites
[6]	Andzulis, Panagopoulos & Rapp, 2012	1	Content communities	Creativity works sharing sites
[7]	Atmaca, Schoors, & Verschelde, 2017	2	Online discussion forums	Company-sponsored Networks
[8]	Barber *et al.*, 2018	3	Social Networking Sites	General social networking sites
[9]	Behringer & Sassenberg, 2015	2	Online discussion forums	Social review sites
[10]	Benetoli *et al.*, 2018	2	Online discussion forums	Collaborative websites
[11]	Benitez *et al.*, 2018	4	Social Networking Sites	Facebook
[12]	Benthaus *et al.*, 2016	3	Blogs	Microblogs
[13]	Bizzi & Labban, 2019	3	Online discussion forums	Social review sites
[14]	Cade, 2018	4	Blogs	Microblogs
[15]	Cai *et al.*, 2018	3	Online discussion forums	Company-sponsored Networks
[16]	Cao *et al.*, 2016	3	Social Networking Sites	Facebook
[17]	Chang, Tu, & Hajiyev, 2019	4	Content communities	Educational materials sharing
[18]	Chen & Lin, 2019	2	Social Networking Sites	General social networking sites
[19]	Cho *et al.*, 2014	4	Social Networking Sites	Facebook
[20]	Choo *et al.*, 2015	3	Blogs	Microblogs
[21]	Chung *et al.*, 2016	3	Social Networking Sites	Instant messaging
[22]	Demircioglu & Chen, 2019	2	Online discussion forums	Company-sponsored Networks
[23]	Dolan, Seo, & Kemper, 2019	4	Social Networking Sites	Facebook
[24]	Drummond *et al.*, 2018	3	Social Networking Sites	Facebook
[25]	Duan *et al.*, 2016	3	Online discussion forums	Social review sites
[26]	Ellison *et al.*, 2011	4	Social Networking Sites	Facebook
[27]	Foltean, Trif, & Tuleu, 2019	4	Online discussion forums	Company-sponsored Networks
[28]	Gamboa & Gonçalves, 2014	2	Social Networking Sites	Facebook
[29]	Gao & Feng, 2016	4	Blogs	Microblogs
[30]	Geurin & Burch, 2017	3	Content communities	Creativity works sharing sites
[31]	Gilbert, 2016	2	Blogs	Microblogs
[32]	Godey *et al.*, 2016	2	Social Networking Sites	Facebook
[33]	Hagg, Dahinten, & Currie, 2018	2	Online discussion forums	Company-sponsored Networks
[34]	Hajli & Sims, 2015	2	Social Networking Sites	Facebook
[35]	Hajli, 2014	3	Social Networking Sites	Facebook
[36]	Hollebeek, 2017	3	Online discussion forums	Company-sponsored Networks
[37]	Huang *et al.*, 2013	4	Online discussion forums	Social review sites
[38]	Hudson *et al.*, 2016	2	Online discussion forums	Company-sponsored Networks
[39]	Kaewkitipong, Chen, & Ractham, 2016	3	Social Networking Sites	Facebook
[40]	Karjaluoto, Mustonen, & Ulkuniemi, 2015	3	Online discussion forums	Company-sponsored Networks
[41]	Kavota, Kamdjoug, & Wamba, 2020	4	Social Networking Sites	General social networking sites
[42]	Kim & Johnson, 2016	2	Social Networking Sites	Facebook
[43]	Kim & Kim, 2018	3	Social Networking Sites	Facebook
[44]	Kim, Bae & Hastak, 2018	1	Blogs	Microblogs
[45]	Kuegler, Smolnik, & Kane, 2015	4	Online discussion forums	Company-sponsored Networks
[46]	Kwahk & Park, 2016	3	Social Networking Sites	Facebook
[47]	Kwahk. & Park, 2018	4	Content communities	Creativity works sharing sites

#	Author(s) & Year	SMSOG	Platform	
			Type	**Subtype**
[48]	Lachlan et al., 2016	2	Blogs	Microblogs
[49]	Lacoste, 2016	3	Social Networking Sites	Business networking sites
[50]	Lambić, 2016	1	Social Networking Sites	Facebook
[51]	Langaro, Rita & de Fátima Salgueiro, 2018	2	Social Networking Sites	Facebook
[52]	Laroche et al., 2012	2	Content communities	Creativity works sharing sites
[53]	Lee & Choi, 2017	2	Online discussion forums	Collaborative websites
[54]	Lee, Agrawal & Choudhary, 2015	1	Blogs	Microblogs
[55]	Lee, Shin & Hong, 2018	2	Social Networking Sites	General social networking sites
[56]	Leek, Canning & Houghton, 2016	5	Blogs	Microblogs
[57]	Leonardi, 2014	3	Social Networking Sites	Instant messaging
[58]	Liu & Bakici, 2019	4	Online discussion forums	Company-sponsored Networks
[59]	Loehmer et al., 2018	2	Content communities	Educational materials sharing
[60]	Lovejoy et al., 2012	4	Blogs	Microblogs
[61]	Lund et al., 2018	3	Online discussion forums	Collaborative websites
[62]	Molinillo et al., 2019	4	Content communities	Creativity works sharing sites
[63]	Malthouse et al., 2013	4	Online discussion forums	Company-sponsored Networks
[64]	Manika, Papagiannidis & Bourlakis, 2017	2	Content communities	Creativity works sharing sites
[65]	Mäntymäki & Riemer, 2016	4	Online discussion forums	Company-sponsored Networks
[66]	MContenty. et al., 2014	2	Content communities	Creativity works sharing sites
[67]	McCosker, 2017	4	Social Networking Sites	Business networking sites
[68]	Mehmet & Clarke, 2016	2	Online discussion forums	Collaborative websites
[69]	Men, O'Neil, & Ewing, 2020	2	Online discussion forums	Company-sponsored Networks
[70]	Meng et al., 2020	3	Online discussion forums	Company-sponsored Networks
[71]	Ma & Chan, 2014	3	Blogs	Microblogs
[72]	Moro, Rita & Vala, 2016	2	Social Networking Sites	Facebook
[73]	Narangajavana et al., 2017	3	Online discussion forums	Collaborative websites
[74]	Nguyen et al., 2015	5	Social Networking Sites	Instant messaging
[75]	Odoom, Anning-Dorson, & Acheampong, 2017	2	Blogs	Microblogs
[76]	Oostervink, Agterberg & Huysman, 2016	3	Online discussion forums	Company-sponsored Networks
[77]	Orlandi et al., 2020	4	Social Networking Sites	Facebook
[78]	Paniagua & Sapena, 2014	2	Blogs	Microblogs
[79]	Pitt et al., 2018	4	Online discussion forums	Social review sites
[80]	Price et al., 2018	1	Blogs	MICROBLOGS
[81]	Quinton & Wilson, 2016	4	Social Networking Sites	Business networking sites
[82]	Rialp-Criado & Rialp-Criado, 2018	3	Online discussion forums	Social review sites
[83]	Risius & Beck, 2015	3	Blogs	Microblogs
[84]	Robertson & Kee, 2017	4	Social Networking Sites	Facebook
[85]	Rodrigues et al., 2016	4	Online discussion forums	Company-sponsored Networks
[86]	Rollins, Nickell & Wei, 2014	1	Blogs	General blog
[87]	Roshan, Warren & Carr, 2016	3	Blogs	Microblogs
[88]	Roy et al., 2020	3	Blogs	Microblogs
[89]	Saboo et al., 2016	2	Social Networking Sites	General social networking sites
[90]	Sadovykh, Sundaram & Piramuthu, 2015	4	Social Networking Sites	General social networking sites
[91]	Sahaym, Datta, & Brooks, 2019	4	Online discussion forums	Collaborative websites
[92]	Schniederjans, Cao & Schniederjans, 2013	3	Online discussion forums	Company-sponsored Networks
[93]	Seliaman, 2013	2	Online discussion forums	Collaborative websites
[94]	Seo & Park, 2018	4	Online discussion forums	Company-sponsored Networks
[95]	Shang, Wu & Li, 2017	3	Social Networking Sites	General social networking sites
[96]	Sigala & Chalkiti, 2015	3	Social Networking Sites	Business networking sites

#	Author(s) & Year	SMSOG	Platform	
			Type	**Subtype**
[97]	Singaraju *et al.*, 2016	5	Online discussion forums	Company-sponsored Networks
[98]	Song *et al.*, 2019	5	Social Networking Sites	Instant messaging
[99]	Surucu-Balci, Balci, & Yuen, 2020	4	Blogs	Microblogs
[100]	Swani *et al.*, 2014	1	Blogs	Microblogs
[101]	Tajudeen, Jaafar & Ainin, 2018	4	Blogs	Microblogs
[102]	Tajvidi & Karami, 2017	4	Online discussion forums	Social review sites
[103]	Tajvidi *et al.*, 2018	4	Content communities	Creativity works sharing sites
[104]	Trainor *et al.*, 2014	2	Social Networking Sites	Instant messaging
[105]	Trainor, 2013	1	Content communities	Creativity works sharing sites
[106]	Tursunbayeva, Franco & Pagliari, 2017	4	Blogs	Microblogs
[107]	Wang & Kim, 2017	2	Social Networking Sites	Facebook
[108]	Wang *et al.*, 2016	2	Online discussion forums	Collaborative websites
[109]	Whelan, Islam & Brooks, 2020	1	Content communities	Educational materials sharing
[110]	Williams *et al.*, 2018	5	Blogs	Microblogs
[111]	Wu, 2013	3	Social Networking Sites	Instant messaging
[112]	Wu *et al.*, 2018	4	Social Networking Sites	Instant messaging
[113]	Xiong, Chapple & Yin, 2018	3	Blogs	Microblogs
[114]	Yang, 2020	5	Social Networking Sites	Facebook
[115]	Yates & Paquette, 2011	2	Blogs	Microblogs
[116]	Yadav & Rahman, 2017	2	Online discussion forums	Social review sites
[117]	Yoshida *et al.*, 2018	4	Online discussion forums	Company-sponsored Networks
[118]	Zhang, Kang, Jiang, & Pei, 2020	3	Blogs	Microblogs
[119]	Zheng & Zheng, 2014	3	Blogs	Microblogs
[120]	Zu, Diao, & Meng, 2019	2	Blogs	Microblogs

Appendix 2: Distribution of articles

Platform		Examples	Social media stage of growth				
Type	Subtype		Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Social Networking Sites	General social networking sites	*Facebook*	[1]; [50]	[28]; [32]; [34]; [42]; [51]; [72]; [107];	[16]; [35]; [39]; [24]; [43]; [46]	[19]; [23]; [26]; [77]; [84]; [11]	[114]
		Myspace, Kakao-story, Naver-band, Friendster, Vkontakte, vk, myworld		[18]; [55]; [89]	[8]; [95]	[41]; [90]	
	Instant messaging	*WhatsApp, Line, Telegram, WeChat, QQ, Skype, Zoom*		[104]	[21]; [57]; [111]	[3]; [112]	[74]; [98]
	Business networking sites	*LinkedIn, Viadeo, Glassdoor*			[49]; [96]	[67]; [81]	
Content communities	Creativity works sharing sites	*Video (YouTube, TikTok, Vine), Photo (Instagram, Flickr), Pinterest, Voice/Music (Clubhouse), Slideshare,*	[6]; [105]	[52]; [64]; [66]	[30]; [71]	[4]; [47]; [103]	
	Educational materials sharing	*MIT OpenCourseWare, MERLOT, Koofers, Labroots*	[109]	[59]		[17]	
Blogs	General blogs	*BlogSpot, wordpress, Tumblr, Medium,*	[86]				
	Microblogs	*Twitter, twitxr, tweetpeek, plurk, Sina Weibo*	[44]; [54]; [80]; [100]	[75]; [78]; [115]; [31]; [48]; [120]	[87]; [12]; [20]; [83]; [88]; [113]; [118]; [119]	[2]; [14]; [29]; [60]; [62]; [99]; [106]; [101]	[110]; [56]
Online discussion forums	Collaborative websites	*Wikipedia, StumbleUpon, Digg, Newsvine, Reddit,*		[10]; [53]; [68]; [93]; [108]	[61]; [73]	[91]	
	Social review sites	*TripAdvisor, Yelp, Zomato, Kickstarter*	[5]	[9]; [116]	[13]; [25]; [82]	[37]; [79]; [102]	
	Company-sponsored networks	*social-CRM house, Apple, P&G's Vocalpoint, social-CRM house*		[7]; [22]; [33]; [38]; [69]	[15]; [36]; [40]; [70]; [76]; [92]	[27]; [45]; [58]; [63]; [65]; [85]; [94]; [117]	[97]

Appendix 3: The relation matrix of stages and platforms

Platforms			SMSOG	Stage 1				
				Focus	*Strategy*	*Problem*		
Type		*Benefits*		Announcing launch of SM	Experimental with every department doing their own	Understand the skills required	Test the capabilities of the applications	Lack of understanding of SM
Social Networking Sites	General social networking sites	Reach a target audience through ads		✓				
		Connect across geographical borders		✓				
		Understand the customer's perspective				✓		✓
		Form groups based on interests						
		Get visitors to your site		✓	✓		✓	
		Generate new leads						
		Build up loyalty of current customers						
		Provide customer service						
		Find like-minded customers through groups			✓			
	Instant messaging	Human-to-human interaction		✓	✓			
		Customer research						
		Expand brand awareness		✓				
		Shop online and make payment offline		✓				
		Relationship building						
	Business networking sites	B2B connections						
		Share and connect on a professional level						
		Formal professionalism						
		Job searching			✓	✓		
		Developing professional career				✓		
		Establishing thought leadership						
		To see what employees say about your business			✓			
		Improve your employees' experience						
Content communities	Creativity works sharing sites	Create inspiration		✓				
		Engage customer						
		Engage visual learner audience		✓				
		Relationship building						
		Encourage user-generated content						
		Social awareness		✓				
		Brand building						
		Build up loyalty of current customers						
		Lead generation						
		Targeting			✓			
		Educating the audience						✓
		Widen audience base						
		Run well-planned campaign		✓				

| Platforms | | | SMSOG — Stage 1 | | | | |
Type		Benefits	Focus: Announcing launch of SM	Strategy: Experimental with every department doing their own	Problem: Understand the skills required	Problem: Test the capabilities of the applications	Problem: Lack of understanding of SM
Content community		Customer service					
		Review product					
		Integrate with other app		✓	✓	✓	
		Market research					
	Educational materials sharing	Educating the audience	✓		✓		✓
		Encourage knowledge sharing					✓
		Special offer	✓	✓			
		Share phenomenal content					
		Inspiration					
Blog	General Blogs	Develop voice/ to express thoughts	✓				
		Self-expression	✓				
		Get clear about your vision	✓				
		To build engagement and get people familiar with your business.					
		Content marketing					
		Leverage brand					
		Reaching a broader audience beyond your own readership	✓				
		Syndicate content					
	Microblog	Branding					
		Increase visibility	✓				
		Find potential business partners through	✓				
		Market research					
Online discussion forums	Collaborative websites	Answer industry-related questions					
		Build connections	✓				
		Customer research		✓			
		Content marketing					
		Co-ideation					
		Participate in lively discussions	✓				
		Optimize current marketing campaigns					
	Social review sites	Market research					
		Understand customer's perspective		✓		✓	
		Social Proof	✓				
		Situation awareness					✓
		Discover areas for improvement					✓
		Run location-based social campaigns					
		Network research					
	Company-sponsored networks	Team based collaboration					
		Encourage knowledge sharing					
		Syndicate content					
		Collective intelligence					

| Platforms | | | Stage 2 | | | | | |
| | | | Focus | Strategy | Problem | | | |
Type		Benefits (SMSOG)	Consumer-centric focus	To increase internal & external awareness	Establish metrics for measuring SM ROI	Translating SM data into actionable strategies	Appoint a group to coordinate SM	Lack of strategic interest from senior management
Social Networking Sites	General social networking sites	Reach a target audience through ads	✓					
		Connect across geographical borders	✓					
		Understand the customer's perspective	✓		✓	✓		
		Form groups based on interests					✓	
		Get visitors to your site						
		Generate new leads	✓	✓		✓		
		Build up loyalty of current customers	✓	✓				
		Provide customer service	✓					
		Find like-minded customers through groups	✓					
	Instant messaging	Human-to-human interaction						
		Customer research	✓		✓	✓		
		Expand brand awareness	✓	✓				
		Shop online and make payment offline						
		Relationship building		✓				
	Business networking sites	B2B connections						
		Share and connect on a professional level						
		Formal professionalism						
		Job searching						
		Developing professional career						
		Establishing thought leadership						
		To see what employees say about your business						✓
		Improve your employees' experience					✓	
Content communities	Creativity works sharing sites	Create inspiration	✓					
		Engage customer	✓					
		Engage visual learner audience	✓					
		Relationship building	✓	✓				
		Encourage user-generated content						
		Social awareness		✓				
		Brand building		✓				
		Build up loyalty of current customers	✓					
		Lead generation						✓
		Targeting	✓		✓	✓		
		Educating the audience		✓				
		Widen audience base		✓				
		Run well-planned campaign	✓					
		Customer service	✓					

Platforms			Stage 2					
SMSOG			Focus	Strategy	Problem			
Type		Benefits	Consumer-centric focus	To increase internal & external awareness	Establish metrics for measuring SM ROI	Translating SM data into actionable strategies	Appoint a group to coordinate SM	Lack of strategic interest from senior management
Platforms		Review product						
		Integrate with other app						✓
		Market research	✓					
	Educational materials sharing	Educating the audience	✓	✓				✓
		Encourage knowledge sharing		✓				✓
		Special offer	✓			✓		
		Share phenomenal content		✓				
		Inspiration		✓				
Blog	General Blogs	Develop voice/ to express thoughts						
		Self-expression						
		Get clear about your vision	✓	✓				
		To build engagement and get people familiar with your business.	✓	✓		✓		
		Content marketing		✓				
		Leverage brand		✓				
		Reaching a broader audience beyond your own readership	✓	✓				
		Syndicate content		✓				✓
	Microblog	Branding						
		Increase visibility			✓			✓
		Find potential business partners through					✓	
		Market research	✓					
Online discussion forums	Collaborative websites	Answer industry-related questions		✓				
		Build connections	✓	✓				
		Customer research	✓		✓			
		Content marketing						
		Co-ideation						
		Participate in lively discussions						
		Optimize current marketing campaigns	✓	✓				
	Social review sites	Market research						
		Understand customer's perspective	✓					
		Social Proof		✓				
		Situation awareness		✓				
		Discover areas for improvement						
		Run location-based social campaigns	✓					
		Network research						
	Company-sponsored networks	Team based collaboration						
		Encourage knowledge sharing						
		Syndicate content						
		Collective intelligence						

Platforms		SMSOG	Stage 3						
			Focus	*Strategy*		*Problem*			
			Formalized & control across company	Planning & alignment with overall business strategy	Knowledge acquisition	Establish metrics for measuring SM ROI	Funding for SM development	Employee misuse	Lack of understanding of SM
	Type	Benefits							
Social Networking Sites	General social networking sites	Reach a target audience through ads				✓			
		Connect across geographical borders							
		Understand the customer's perspective			✓	✓			
		Form groups based on interests	✓						
		Get visitors to your site	✓						
		Generate new leads					✓		
		Build up loyalty of current customers							
		Provide customer service							
		Find like-minded customers through groups							
	Instant messaging	Human-to-human interaction							
		Customer research		✓	✓	✓			
		Expand brand awareness							
		Shop online and make payment offline							
		Relationship building							
	Business networking sites	B2B connections	✓						
		Share and connect on a professional level			✓				
		Formal professionalism	✓						
		Job searching						✓	
		Developing professional career	✓						
		Establishing thought leadership	✓						
		To see what employees say about your business							✓
		Improve your employees' experience						✓	
Content communities	Creativity works sharing sites	Create inspiration							
		Engage customer							
		Engage visual learner audience							
		Relationship building							
		Encourage user-generated content							
		Social awareness							
		Brand building							
		Build up loyalty of current customers							
		Lead generation				✓			
		Targeting							
		Educating the audience							
		Widen audience base		✓					
		Run well-planned campaign	✓				✓		

Platforms / SMSOG			Stage 3						
			Focus	Strategy		Problem			
			Formalized & control across company	Planning & alignment with overall business strategy	Knowledge acquisition	Establish metrics for measuring SM ROI	Funding for SM development	Employee misuse	Lack of understanding of SM
Platform	Type	Benefits							
		Customer service							
		Review product		✓					
		Integrate with other app					✓		
		Market research		✓					
	Educational materials sharing	Educating the audience		✓	✓			✓	✓
		Encourage knowledge sharing		✓	✓			✓	✓
		Special offer			✓				
		Share phenomenal content			✓				
		Inspiration							
Blog	General Blogs	Develop voice/ to express thoughts			✓				
		Self-expression			✓				
		Get clear about your vision						✓	✓
		To build engagement and get people familiar with your business.							
		Content marketing							
		Leverage brand			✓				
		Reaching a broader audience beyond your own readership							
		Syndicate content						✓	
	Microblog	Branding			✓				
		Increase visibility						✓	✓
		Find potential business partners through			✓			✓	
		Market research		✓	✓				
Online discussion forums	Collaborative websites	Answer industry-related questions						✓	
		Build connections						✓	
		Customer research		✓	✓	✓			
		Content marketing							
		Co-ideation							
		Participate in lively discussions						✓	
		Optimize current marketing campaigns							
	Social review sites	Market research			✓				
		Understand customer's perspective			✓	✓			
		Social Proof	✓		✓				
		Situation awareness			✓				
		Discover areas for improvement			✓	✓			
		Run location-based social campaigns	✓		✓				
		Network research							
	Company-sponsored networks	Team based collaboration	✓						
		Encourage knowledge sharing			✓				
		Syndicate content			✓				
		Collective intelligence							

Platforms			SMSOG — Stage 4								
			Focus			*Strategy*		*Problems*			
Type		Benefits	Optimization of processes and creating scale	Alignment with external partners/suppliers	Co-creation/ideation	Well integrated with key business processes	Fundamental business change	Negative comments, reviews and feedback	Security policy and control	Lack of SM passion & creativity among stakeholders	Monologue occurrence resulting from a failure to listen to/involve
Social Networking Sites	General social networking sites	Reach a target audience through ads									
		Connect across geographical borders		✓							
		Understand the customer's perspective			✓						✓
		Form groups based on interests				✓					
		Get visitors to your site									
		Generate new leads									
		Build up loyalty of current customers		✓							
		Provide customer service		✓							
		Find like-minded customers through groups	✓							✓	✓
	Instant messaging	Human-to-human interaction	✓								
		Customer research			✓						✓
		Expand brand awareness									
		Shop online and make payment offline	✓								
		Relationship building									
	Business networking sites	B2B connections	✓								
		Share and connect on a professional level	✓		✓						
		Formal professionalism	✓								
		Job searching									
		Developing professional career									
		Establishing thought leadership	✓								
		To see what employees say about your business	✓								
		Improve your employees' experience									
Content communities	Creativity works sharing sites	Create inspiration									
		Engage customer								✓	✓
		Engage visual learner audience	✓								
		Relationship building									
		Encourage user-generated content									
		Social awareness									
		Brand building									
		Build up loyalty of current customers		✓				✓			
		Lead generation	✓								
		Targeting	✓								
		Educating the audience									
		Widen audience base									
		Run well-planned campaign									

Platforms		SMSOG — Stage 4									
		Focus			*Strategy*		*Problems*				
Type	Benefits	Optimization of processes and creating scale	Alignment with external partners/suppliers	Co-creation/ideation	Well integrated with key business processes	Fundamental business change	Negative comments, reviews and feedback	Security policy and control	Lack of SM passion & creativity among stakeholders	Monologue occurrence resulting from a failure to listen to/involve	
Educational materials sharing	Customer service										
	Review product										
	Integrate with other app	✓									
	Market research										
	Educating the audience					✓					
	Encourage knowledge sharing			✓			✓		✓		
	Special offer	✓									
	Share phenomenal content	✓		✓							
	Inspiration										
Blogs — General Blogs	Develop voice/ to express thoughts										
	Self-expression						✓		✓	✓	
	Get clear about your vision						✓		✓	✓	
	To build engagement and get people familiar with your business.		✓								
	Content marketing	✓									
	Leverage brand										
	Reaching a broader audience beyond your own readership	✓									
	Syndicate content										
Microblog	Branding										
	Increase visibility	✓									
	Find potential business partners through #	✓	✓						✓		
	Market research			✓							
Online discussion forums — Collaborative websites	Answer industry-related questions		✓		✓	✓		✓		✓	
	Build connections									✓	
	Customer research		✓			✓					
	Content marketing	✓									
	Co-ideation			✓							
	Participate in lively discussions						✓			✓	
	Optimize current marketing campaigns	✓									
Social review sites	Market research			✓							
	Understand customer's perspective						✓				
	Social Proof										
	Situation awareness	✓									
	Discover areas for improvement	✓				✓					
	Run location-based social campaigns	✓									
	Network research										
Company-sponsored networks	Team based collaboration		✓					✓	✓	✓	
	Encourage knowledge sharing			✓			✓			✓	
	Syndicate content	✓									
	Collective intelligence		✓	✓	✓						

Platforms		SMSOG	Stage 5					
			Focus		Strategy		Problem	
type		benefits	Enterprise-wide SM technologies for entire workforce	De-facto application for key business tasks	Embedded into the core of what we do, & how we do it.	Reengineer existing business models	Monitor external environment	Lack of creativity among stakeholders
Social Networking Sites	General social networking sites	Reach a target audience through ads		✓				
		Connect across geographical borders	✓					
		Understand the customer's perspective					✓	
		Form groups based on interests	✓					
		Get visitors to your site						
		Generate new leads		✓				
		Build up loyalty of current customers				✓		
		Provide customer service						
		Find like-minded customers through groups						
	Instant messaging	Human-to-human interaction						
		Customer research	✓				✓	
		Expand brand awareness						
		Shop online & make payment offline						
		Relationship building	✓					
	Business networking sites	B2B connections	✓	✓				✓
		Share and connect on a professional level	✓	✓		✓		
		Formal professionalism						
		Job searching						
		Developing professional career		✓		✓		
		Establishing thought leadership	✓	✓		✓		
		To see what employees say about your business						
		Improve your employees' experience	✓			✓	✓	
Content communities	Creativity works sharing sites	Create inspiration				✓		✓
		Engage customer						✓
		Engage visual learner audience						
		Relationship building	✓					
		Encourage user-generated content						
		Social awareness						
		Brand building						
		Build up loyalty of current customers						✓
		Lead generation		✓				
		Targeting		✓				
		Educating the audience						✓
		Widen audience base	✓					
		Run well-planned campaign						

Platforms			SMSOG	Stage 5					
				Focus		Strategy		Problem	
	type	benefits		Enterprise-wide SM technologies for entire workforce	De-facto application for key business tasks	Embedded into the core of what we do, & how we do it.	Reengineer existing business models	Monitor external environment	Lack of creativity among stakeholders
		Customer service							
		Review product							
		Integrate with other app		✓		✓			
		Market research							
	Educational materials sharing	Educating the audience				✓			✓
		Encourage knowledge sharing		✓		✓			✓
		Special offer					✓		
		Share phenomenal content					✓		
		Inspiration							✓
Blog	General Blogs	Develop voice/ to express thoughts							
		Self-expression							
		Get clear about your vision							
		To build engagement and get people familiar with your business		✓					
		Content marketing							
		Leverage brand							
		Reaching a broader audience beyond your own readership		✓					
		Syndicate content						✓	
	Microblog	Branding							
		Increase visibility						✓	
		Find potential business partners through		✓					
		Market research						✓	
Online discussion forums	Collaborative websites	Answer industry-related questions		✓				✓	
		Build connections			✓	✓			
		Customer research							
		Content marketing							
		Co-ideation		✓	✓		✓		
		Participate in lively discussions		✓					
		Optimize current marketing campaigns			✓		✓		
	Social review sites	Market research						✓	
		Understand customer's perspective							✓
		Social Proof			✓				
		Situation awareness						✓	
		Discover areas for improvement			✓				
		Run location-based social campaigns							
		Network research							
	Company-sponsored networks	Team based collaboration		✓					
		Encourage knowledge sharing		✓	✓		✓	✓	✓
		Syndicate content		✓				✓	
		Collective intelligence		✓				✓	